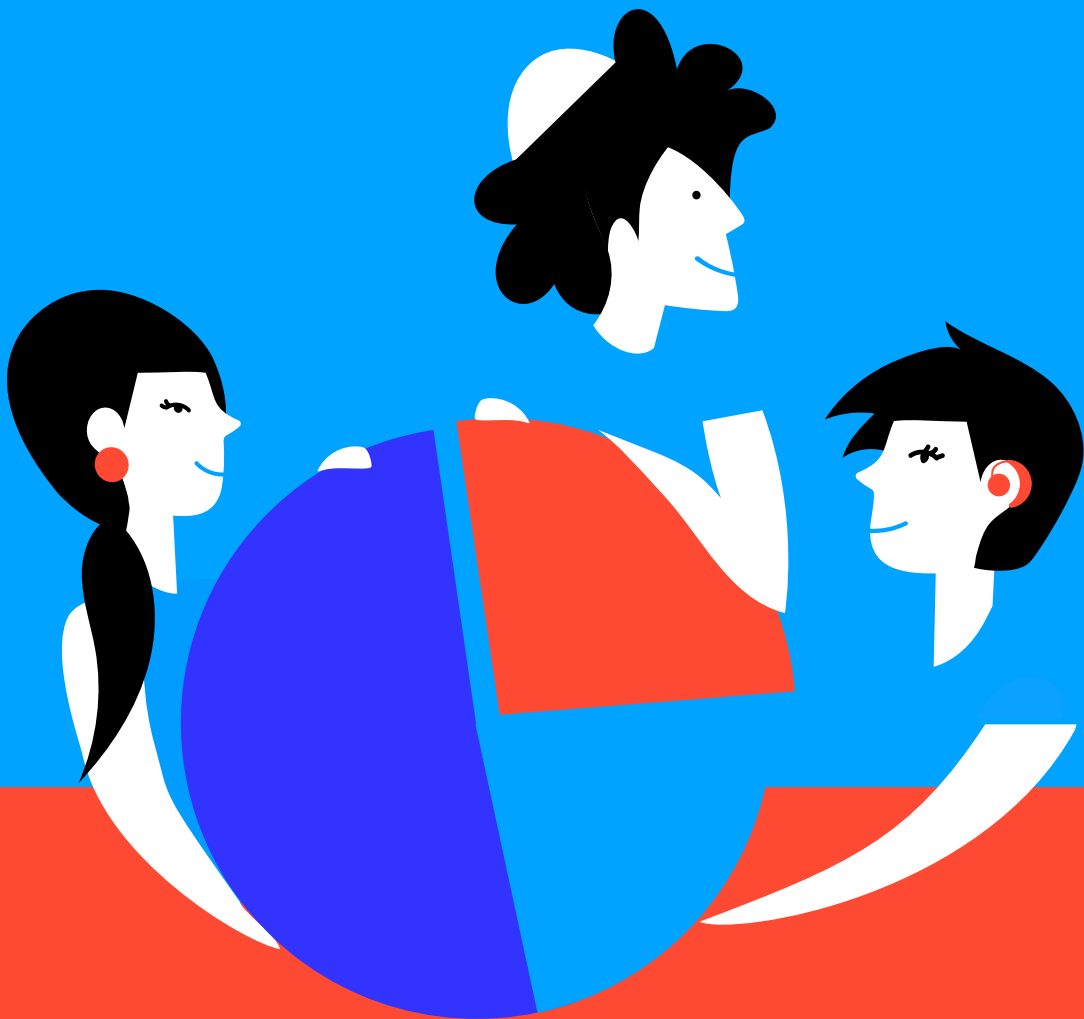




mildon

THE IMPACT OF INCLUSION: How diversity can drive your growth in 2023



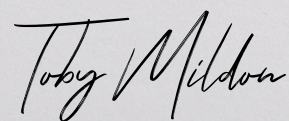
Intro

In the modern working world, **attracting and retaining our best employees is very difficult**. With so many options available to them, **employees are seeking workplaces with a social impact, purpose, and the ability to provide a work-life balance**. In hard cash terms, the more your turnover and attrition the more it costs your business. It's essential to foster an inclusive culture that respects people for who they are, empowers them, gives them a sense of belonging, and allows them to progress.

I really appreciate you taking the time to read this important report. You are turning the right pages if **you want your organisation to be diverse, represent the people and communities in which it operates**, and to have an inclusive culture where everyone can succeed regardless of their circumstances.

In this report, I will share with you a lot of great advice and guidance that I share with my clients every day through my consulting, research, advice, and training that I provide for them. Now you may want to grab a pen and paper or open your notes app because what I will be sharing with you today will help you **accelerate your diversity and inclusion journey**.

In this report I will share with you what you must do first to ensure that your organisation has solid foundations going forward. **I have developed a whole framework of equality, diversity and inclusion principles** - which is my Inclusive Growth Framework - **and a methodology to implement this in your organisation** - which is the Inclusive Growth Flywheel.

A handwritten signature in black ink that reads "Toby Mildon". The signature is written in a cursive, flowing style.



Hey, I'm Toby

I'm Toby Mildon, I am a **Diversity and Inclusion Architect and author**. I will just introduce myself before I get into the main thrust of this report so that you get to know my background and how I ended up working in the field of Equity, Diversity and Inclusion (EDI).

IT CONSULTANT
@ Accenture

Project Manger
@ BBC

Following university I worked as an IT consultant for Accenture, implemented software into NHS hospitals for Cerner Corporation, and ended up as a project manager at the BBC, working on the BBC News website, BBC Sounds app, and various accessibility projects.

I used to work very closely with the Chief Operating Officer of the BBC technology department, and he and the rest of the senior leadership team were concerned about the gender imbalance within the department. At the time, the BBC as a whole had a 50-50 split between men and women, but we were nowhere close to this in technology and engineering.

I worked with the senior leadership team **to develop and implement our gender balance action plan**. Our primary focus was getting more women into technology roles and enabling people to advance their careers within technology.

Having been born with a rare neuromuscular disability, and as a full-time wheelchair user and needing 24-hour care, I have experienced my own barriers in trying to enter the workplace and advance my career.

There have been physical barriers like inaccessible public transport in getting to and from work.

There have been attitudinal barriers like the time that I was banned from one of my clients' offices because they said I was a fire risk in my wheelchair.

When I worked for the BBC, I also chaired the BBC Ability disabled staff network to represent disabled employees within the corporation.

Project Manger

@ BBC

In light of this, **I was naturally interested in reducing inequalities within the modern workplace.** I could see that if you removed speed humps and roadblocks to fully participating in the workplace then individuals thrived and teams prospered. This is a win-win-win situation for your people, your clients and your business performance.

I jumped at the chance to work in a newly created Diversity and Inclusion Centre of Excellence within HR and take on additional responsibility for other BBC divisions including corporate services, radio, as well as technology.

After 10 years at the BBC, I wanted to move back into the corporate sector. The business case for EDI at the BBC is pretty straightforward. The BBC is funded by licence fee payers, so everyone deserves to see themselves represented in the content it produces.

However, I was curious as to why one of the Big 4 accountancy firms was so concerned with EDI – so, I went to find out.

Diversity & Inclusion Manager

@ Deloitte

I went on to work for Deloitte, who focused on culture change and creating a culture of respect and inclusion, as they put it. And to take targeted action where it was most needed.

EDI work is perhaps one of the most challenging roles that I have taken on. Albeit one of the most meaningful and purposeful things I have done.



The risks and the opportunities of EDI



Over the several years of working in this sector I have observed and heard numerous frustrations from other EDI leaders and practitioners inside companies as well as the clients I work with now as a trusted adviser and consultant.

It was upon hearing a number of these frustrations that led me to writing my first book *Inclusive Growth*. I wrote this book because I wanted to “reframe” EDI for businesses.

I wanted us to **move away from treating EDI as a box ticking exercise**, a tokenistic PR activity or simply window dressing or leaving business leaders feeling as though they should be doing something because their competitors are doing it.

I wanted organisations to understand that if they represent the diversity of their client or customer base, are able to appeal to the diverse talent pools available to them and the towns and cities in which they are based in – and they have a work environment or culture where people feel respected for who they truly are, that they belong in the organisation, that they can progress unhindered and feel empowered that their organisation can only grow and prosper.

**This is
inclusive
growth.**

I asked my clients and other diversity and inclusion practitioners why they were concerned about the lack of representation and EDI in their organisation and the same topics kept coming up:



The black hat thinkers

The list of things I am about to share with you are considered *black hat thinking* – the types of things that organisations want to avoid or move away from.

1. They were concerned about “groupthink” and the negative impact this has on making effective decisions and lack of innovation and creativity that could help them deliver better products and services and reach new markets.
2. They were also concerned about employee retention and attrition and by not having a work environment where people feel respected or that they belong they will simply leave the organisation. And this costs the business money in terms of agency fees, management time recruiting, productivity costs of the person leaving the organisation and the cost of your new employee getting up to speed when they first join you
3. They were also concerned about employee progression and not getting the best out of all their people.
4. Also, they were worried about being on the receiving end of negative headlines. This is incredibly damaging for the employer brand which makes attracting talent even more difficult.



The yellow hat thinkers

On the flipside, many organisations that I talk to have *yellow hat thinking* – where they think about the things that they want to gain, opportunities to grab, a positive direction to go in.

You’ll probably notice that these are just the opposite of the black hat thinking list I shared with you but with an additional item:

1. As a result of diverse perspectives and experiences, they want greater innovation, creativity, and ideas.
2. Through an inclusive culture, they want their employees to stay around for the long run and be able to thrive and progress regardless of their background or circumstances.
3. It is important for them to be seen as an excellent place to work in order to attract the best talent
4. Lastly, it simply seems like the right thing to do for some leaders. Fairness is an innate human value, and the United Nations focuses on reducing inequalities, gender equality, and decent work and economic growth for all - and many business leaders I speak with want to support these goals. Congruence with organisational values is essential to them.

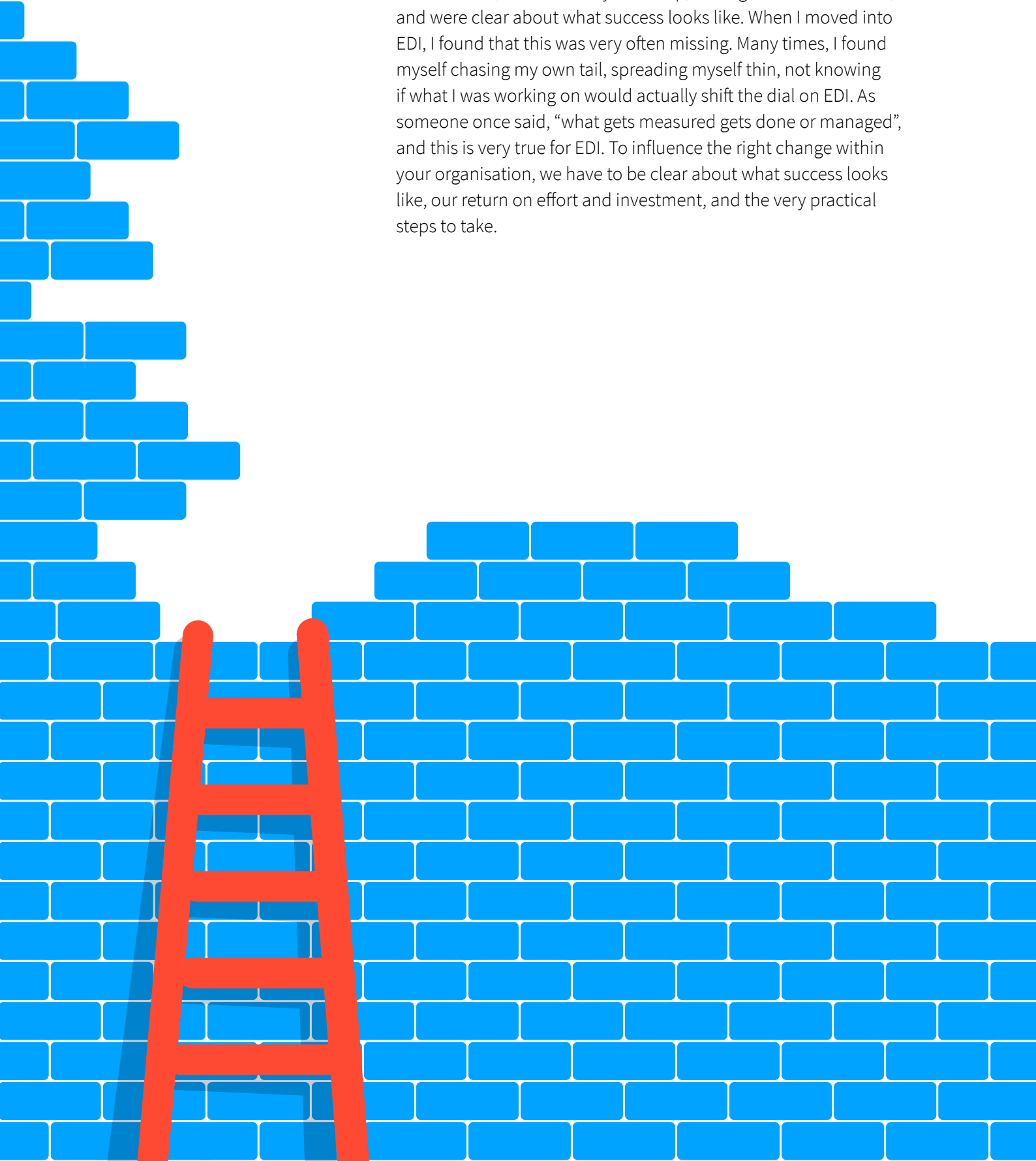
Blockers to progress

The risks and the opportunities of EDI

When I spoke with these same contacts I kept hearing over and over again a number of reasons for not shifting the dial on diversity and inclusion.

- **Previous approaches like events or training haven't had a major impact on culture.** Colleagues delivering diversity initiatives were overwhelmed with work, chasing their tails, spreading themselves too thinly and some of their projects felt superficial and not really getting to the core of the issue.
- **It's seen as an HR problem and other departments aren't sharing responsibility.** It is seen as a People agenda item and other departments like marketing, procurement, facilities management and the like don't understand their role in improving EDI.
- **You don't have enough data to make smart decisions or create a robust strategy.** There is often a lack of diversity demographics data to measure the representation of your organisation, to understand where diversity is "falling out" of business processes like recruitment or promotions.
- **The focus has been on raising your profile externally and not on internal culture.** Lots of organisations are focusing on winning awards, contributing to industry press and changing the colour of their logo during LGBTQ+ Pride month for instance. Whilst this positions your business in a positive light there are still individuals in the organisation that face behaviours that make them feel like they don't belong or business processes and systems that still contain implicit bias. We call this the rhetoric gap.
- **You get little support from the senior leadership team who aren't taking enough accountability for EDI.** I find that this is partly due to senior leaders not really understanding your unique business case for EDI – or inclusive growth – which is what I like to help my clients figure out. But also senior leaders often suffer from impostor syndrome – finding it difficult to connect with the topics. A client once said that *"as a straight guy, who am I to talk about LGBT+ issues during Pride month?"* - but after talking to me, he understood the need for him as a senior leader in his company to be an ally to LGBT+ staff - especially after LGBT+ staff told us that they felt particularly disenfranchised in some of our surveys.

- **There is no change management system in place to evaluate your progress.** I learned this in my IT project management days. As I implemented a new IT system, I made sure we understood our stakeholders, had a delivery roadmap, managed risks and issues, and were clear about what success looks like. When I moved into EDI, I found that this was very often missing. Many times, I found myself chasing my own tail, spreading myself thin, not knowing if what I was working on would actually shift the dial on EDI. As someone once said, “what gets measured gets done or managed”, and this is very true for EDI. To influence the right change within your organisation, we have to be clear about what success looks like, our return on effort and investment, and the very practical steps to take.



Maximising the potential of EDI

Having outlined the challenges that you may face with a lack of EDI in your organisation and the frustrations that many business leaders experience with trying to implement sustainable change, **I will now share with you how you can accelerate change in your organisation.**

When I wrote my book – Inclusive Growth – I wanted to convey the **best practices for implementing diversity and inclusion in a sustainable way**. If we want positive, sustainable change then we need to work with a set of solid principles rather than short-term tactics that don't really make a dent.

For this, I created the inclusive growth framework which is detailed in my first book – Inclusive Growth, which is **available on Amazon** and as an audiobook **on Audible** and Spotify.



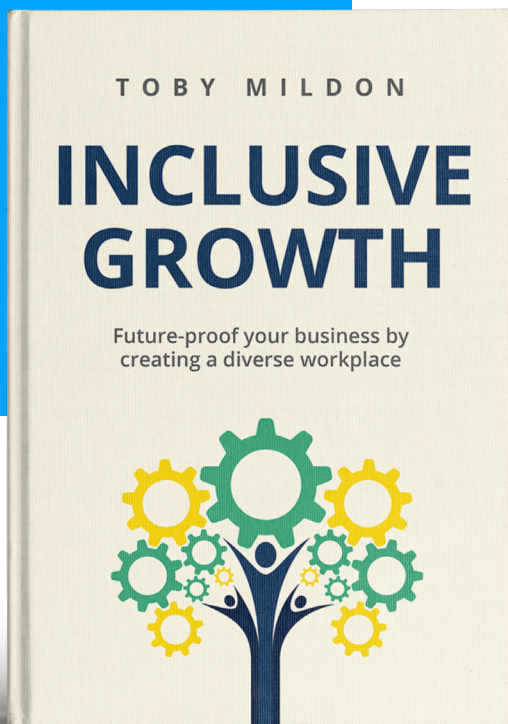
“

Somebody read my book recently and sent me a lovely LinkedIn message which really made my day by saying:

I've just finished reading your book. My lovely sage green kitchen now is a shade of neon yellow from the PostIt notes I've scattered all over. I wanted to say thank you, your book has given me some reflection time (which I've had a huge absence of) to truly consider how I shape a successful strategy.

”

In the book I cover these 7 areas of best practice.



1. Clarity

You must be really clear on why diversity and inclusion is important, what kind of language gains traction and how leadership can take accountability for building an inclusive culture.

2. Culture

You must understand the importance of culture over tactics and learn how organisations can define and create their own inclusive culture that stands the test of time.

3. Change

You must learn how crucial it is to treat diversity and inclusion like any other change programme within your organisation if you want to drive long-term results.

4. Colleague Experience

You must discover how to re-engineer systems to make them more inclusive. Several organisations try to “fix” individuals to make them fit in and make them a “culture fit” for the organisation. This is in opposition to your desire to have a diverse workforce that brings in multiple perspectives and lived experiences so that you can be more innovative, creative and better prepared to develop solutions for your clients. This is a key component of the model and helps to “hardwire” inclusion into your organisation.

5. Cyber

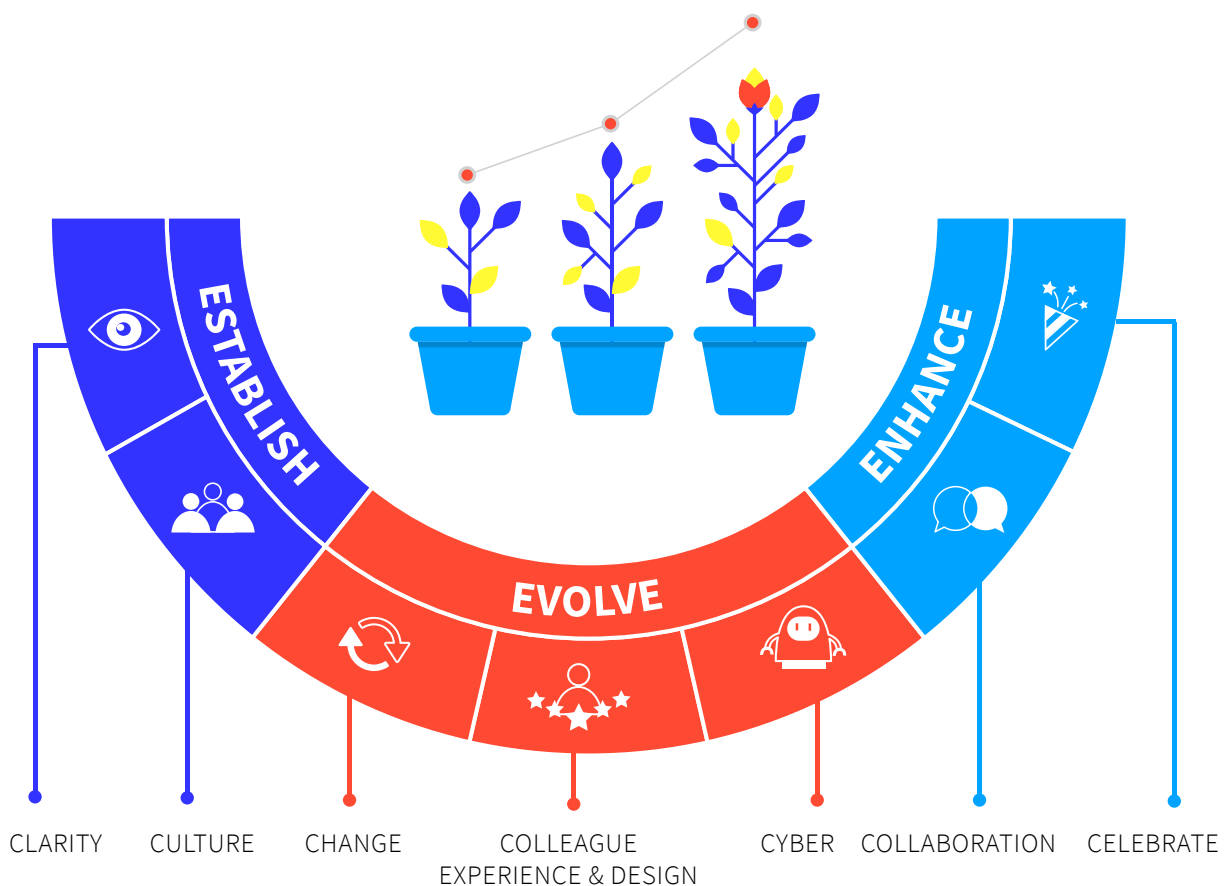
You must explore how your workplace can leverage the power of technology - such as artificial intelligence - to create more inclusive recruitment processes, for example. And ensure that any technology that you use is accessible for your clients and for your employees.

6. Collaboration

In order to create inclusive workplaces, your organisation **must collaborate with others in the industry** - from strategic outsourcing partners to customers. You will also **need to collaborate across your organisation** so that HR does not become overburdened with EDI responsibilities

7. Celebration

And finally, **you must communicate inclusion successes and best practices effectively**, demonstrating how important inclusive workplaces are to the public and prospective employees.



I would love to share with you the best practices in all 7 areas of Inclusive Growth, but I will focus on the first one to get you started.

There are probably a lot of things demanding your attention and time, so I understand that you are extremely busy. Because of this, it's important to take our time and focus on the most important things first.

If you are interested in diving deeper into these 7 areas of my inclusive growth model, I recommend picking up a copy of my book which explores this in great detail. The book is available as a paperback, Kindle version, or audio book - so you can choose the format that works best for you.



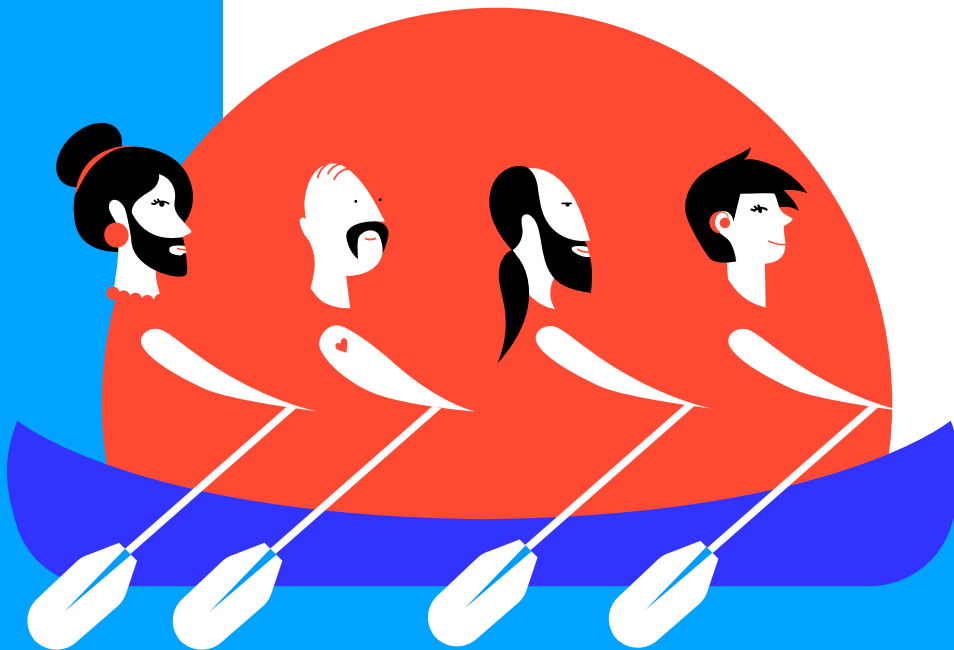
Accountable leadership team at the outset

One of the main obstacles to implementing EDI is not having your senior leadership team fully on board and driving the agenda from the top. They need to be accountable as well.

Even if your senior leaders are on board and willing to drive change from the top, they may be baffled by how to effectively achieve it. They worry about failing to follow best practices, putting a foot in it, or inadvertently leaving out people because of blind spots. They need an adviser and a critical friend who can guide them on their journey (whether they're internal specialists or external experts).

Quite often, there is activity occurring at the lower echelons of the organisation such as employee resource groups or diversity networks organising events. But then, they feel unsupported because management doesn't provide the time or resources to deliver anything meaningful.

Blocks can also occur in the middle, with your head of HR trying to assemble an EDI plan, but being pulled in multiple directions, unable to focus due to many competing demands on their time and attention. Often, they are occupied by "urgent and important" matters like responding to employee incidents or making recurring HR decisions like performance reviews, bonus rounds, and quarterly budgeting.





Use your senior leadership team's preferred language, and know our inhibiting part of the brain

I find that **most heads of HR and senior business leaders think about diversity and inclusion in a very rational and cognitive way**. Quite a few of the leaders I work with are employed because of their amazing minds, so cognitive activity comes very naturally to them. I often ask them why diversity and inclusion are important to the future of an organisation and they often like to give me interesting statistics such as:

Companies with more diverse management reported 19% higher revenue

When considering a job offer, 67% of people say a diverse workforce is a crucial factor

Diversity of thought enables groups to identify risks and reduce them by up to 30%

Companies with more D&I in the workplace can reduce their labour turnover by 22%.

Prospective clients frequently tell me that they have read the McKinsey reports, which are called:

Diversity wins: how inclusion matters from 2020, and before that

Delivering through diversity from 2018, and before that

Why diversity matters research in 2015.

The logical way of thinking in your organisation, however, can be cultural. Professional services and accountancy, for instance, have a very logical, data-driven, evidence-based culture. Those I speak to in these types of organisations love data and charts.

There are also senior leaders and cultures that place a greater emphasis on people. Essentially, they are trying to figure out how they would like employees to feel at the end of each day - for example, that they feel proud to work for you. Some people may have a personal connection to inequality and exclusion, for instance, they themselves may be from a minority background or they may be worried about the future of their children - maybe one of their children is transgender and they are worried about them fitting into the world of work when they graduate from university.

When I worked at the BBC, it was a very creative environment where

the currency was ideas, innovations, storytelling, and engagement with audiences. The BBC exists to inform, educate and one of its values is that they RESPECT each other - they are kind, and they champion inclusivity.

As a leader in your company, you must understand the language that sticks. That alone is a revelation for many clients. They have been having difficulty getting senior leaders to acknowledge EDI in the organisation - but it is a result of the way the language and approach have been used.

If you work in a logical and rational environment, you might benefit from data and reason. Or, a creative and innovative environment where emotions and stories resonate for you.

You also need to be aware of the part of the brain that holds back a lot of senior leaders from implementing EDI in their organisations. It's our "other than conscious" self. Living here is impostor syndrome, like the straight senior leader I shared earlier who had difficulty discussing LGBT+ issues in his organisation. Or the fear of saying or doing something wrong that might embarrass us or others. In addition, we all have implicit biases - the stereotypes, assumptions, presumptions or stories that we make up about people before we really get to know them.

To be an inclusive leader, you must be aware of your biases and blind spots and learn how to overcome them.

Regardless of what language sticks with you and how our other than consciousness affects your decision-making and choices unintentionally and automatically moment to moment, **you need to pinpoint exactly why diversity and inclusion are important for your business** - to future proof your organisation in light of our rapidly diversifying, evolving, and developing societies.

Simon Sinek, author of the book *Start With Why*, is famous for saying "People don't buy what we do; they buy why we do it.". Or, as I tell my clients

"people don't buy into what you do; they buy into why you do it"



**Starting
with your
why, you
can build a
unique EDI
business
case**

The 5 whys game

Please grab a pen, because I want to play the 5 whys game with you right now to find out why EDI is so crucial to the future of your business. You will be very familiar with this game if you have a toddler in your life: asking you “whhhhhhy” over and over again!

I will give you an example of what one of my prospective clients who works in the engineering and aeronautical industry told me in our discovery consultation.

1.

The company in the engineering and aeronautical industry told me that they want to be viewed as a great place to work.

Why is a diverse workforce and inclusive environment important to your organisation? Write down the first thing that comes to mind. Don't overthink it. Follow your gut instinct for now.

2.

I asked my prospective client why they wanted to have a great workplace, and they said that they want people to feel safe and be able to speak up if they see something wrong.

Now ask yourself why you want the thing you just wrote down above. We need to dig deeper.

3.

To my prospective client, I asked why safety was important. They explained that they work in an industry providing crucial components for aircraft, and they want to avoid errors or aircraft literally falling out of the sky. As they put it, “we would like to avoid death.”

We need to dig a little deeper now. Write down why you want the last thing you noted.

4.

When I asked my prospective client why they should try to avoid errors that lead to deaths - something that seemed rather obvious to me - they simply replied that they have a responsibility towards their communities.

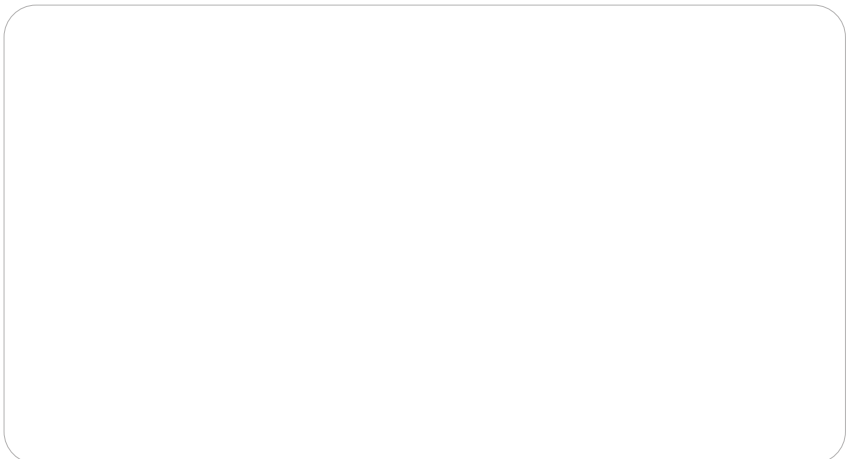
Now that we have your three whys, we can move on to the next. The last thing you wrote down, why do you need it?



5.

When I asked my prospective client why they should try to avoid errors that lead to deaths - something that seemed rather obvious to me - they simply replied that they have a responsibility towards their communities.

Last but not least, please write down why you need the last thing that you wrote down.



You should now have a core reason for enhancing EDI in your organisation.

If it doesn't feel quite right for you at this time, don't worry. You may need to let it percolate for a while longer and then fine-tune it later.

Or perhaps you think "bingo", that's exactly the reason why EDI is so crucial to us and to the future of our organisation.

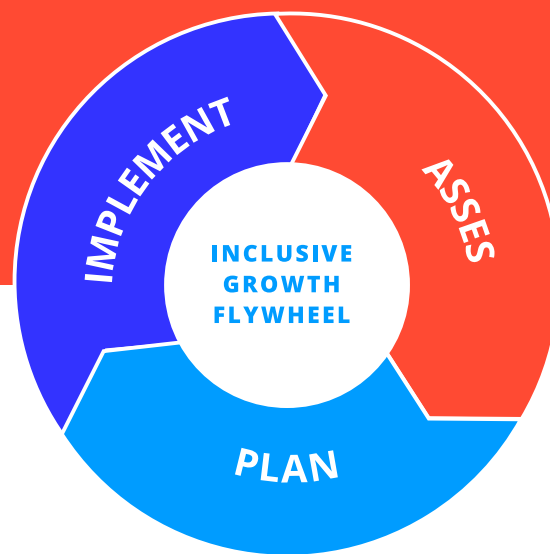
Also, you should be able to identify right now whether this is a logical, rational or emotional thought. As well as whether it is a yellow hat or black hat thinking that I mentioned above.

**How do you
proceed now that
you have this
understanding?**

Inclusive Growth Flywheel

To achieve a diverse workforce and an inclusive culture in a holistic and sustainable way, I developed the inclusive growth framework (illustrated above) to examine the core principles behind achieving a diverse workforce.

This framework, however, does not explain what you need to do. There is another tool you need. **You need a methodology and that is why I developed the Inclusive Growth Flywheel.**



It's important to understand that there are three types of organisations that use the flywheel - and hopefully one of them resonates with you:

Frustrated organisations

First - the frustrated organisations who **have taken steps in their EDI journey, but are frustrated that they are not making the desired impact**. This flywheel allows them to pause, take stock, and pursue a different approach, which hopefully has a greater impact.

Beginners

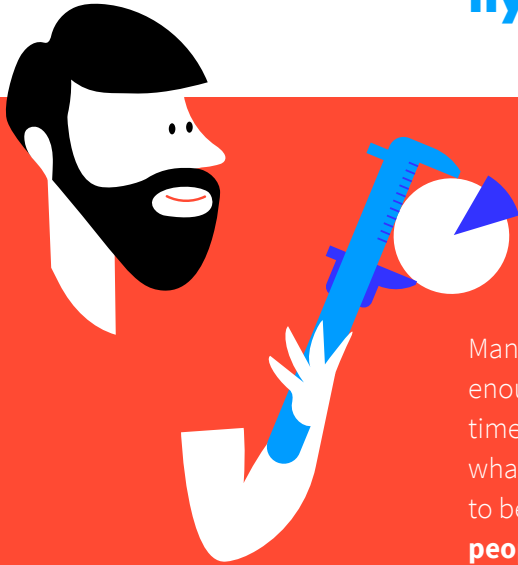
In the second category are the beginners - those organisations that have an understanding of how EDI is essential to the future success of their organisation, and they can't afford to waste time, money or effort in improving the culture of their organisation. To make a difference, **they want a proven method**. They want to be good at EDI.

Ambitious

As a third type - the ambitious organisations - these are organisations that **have had a successful diversity and inclusion strategy to date, but they want to take it to the next level** and reset their strategies accordingly. In other words, they want to go from good to great.

As I shared earlier, and it is the third principle in the inclusive growth framework, you should **learn how crucial it is to treat diversity and inclusion like any other change programme within your organisation.**

This is what the inclusive growth flywheel intends to do.



STAGE I

Asses

Many organisations rush into solutions mode, but they do so without enough data and people insights, and as a result, spend a great deal of time and energy solving the wrong problems. In order to understand what's really going on in your organisation and what challenges need to be addressed first, **you need to start collecting data from your people.**

STAGE II

Planning

After you have a good set of data and insights, you can begin to put the building blocks for change in place

- Leadership needs to be **crystal clear on why diversity and inclusion are so important to the organisation** and to be able to articulate this in a vision statement
- A benchmarking exercise is necessary to determine how well you are performing now in terms of EDI management techniques and where gaps need to be filled
- Then you can devise a near-term and **mid-term diversity and inclusion strategy that will help you achieve your goals**





How do you proceed now?

STAGE III

Implementation

By now, you will understand why EDI is important to your business and have a strategy based on evidence and data. However, **you need a consistent way of implementing** it into your business. It is important to develop a roadmap that outlines:

- What you will deliver
- Who will deliver what
- By what date you would like it delivered
- The constraints of your resources

Those organisations who don't adhere to this structure, or who use the flywheel carelessly, invite themselves to:

- Using the wrong data and insights from your employees, which gives you inaccurate results, and using the wrong questions, which can offend your team
- Not considering the breadth of diversity and inclusion management best practice, and missing out on critical success factors
- Therefore, a strategy is developed that emphasises the wrong activities and doesn't increase diversity and inclusion.
- Consequently, certain individuals or groups in the organisation may feel overlooked and unappreciated
- The end result will be the waste of time, energy, and resources

**A personal
action plan for
accelerating your
diversity and
inclusion efforts**

I am here to help you move to the next level of diversity and inclusion

now that you have a clearer understanding of how language and behaviour impacts engagement, how you can engage senior leaders and take accountability for EDI, what your unique reason is for wanting to increase diversity and inclusion in your organisation, and how you can apply a structured approach to increasing diversity and inclusion.

I would like to do this by answering some key questions for your organisation as below. This exercise works particularly well if you:

- Are the key person driving diversity and inclusion in your organisation and ultimately responsible for putting plans into action.
- Are really passionate about wanting to work in a diverse workforce and have an inclusive culture, but taking action and not just relying on your passion is really important to you.
- Don't want to do it alone, so you're happy to bring in colleagues at the earliest opportunity, such as employee resource groups and your senior leadership team.
- Believe that taking action now is a priority. You want to accelerate the process. This is an urgent matter for your business at the moment.
- Are leaning on an open door with your senior leadership team who also want a diverse and inclusive organisation. They may be aware that they have their blind spots and are confused about how to increase diversity and inclusion, but they are open to receiving support and guidance and access to best practices so that they can increase their chances of success.
- Want to implement diversity and inclusion holistically in your organisation. You like the inclusive growth approach outlined in this report and want long-term sustainable change.

Please answer these important questions

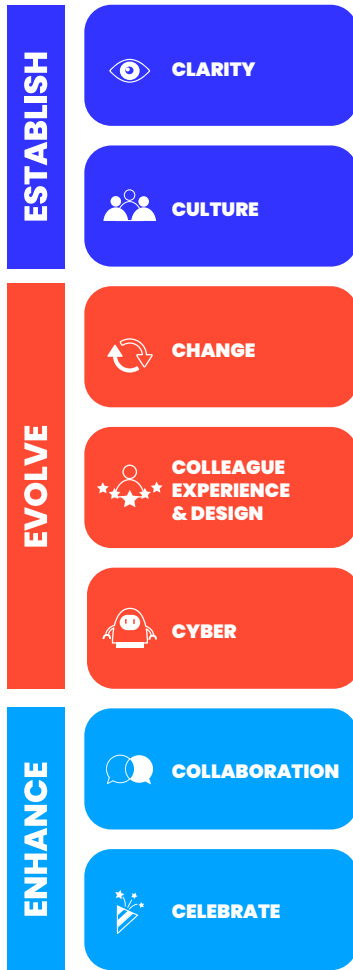
which were all discussed in this report



In advancing diversity and inclusion in your organisation, what kind of “black hat thinking” is taking place?



In advancing diversity and inclusion in your organisation, what kind of “yellow hat thinking” is taking place?



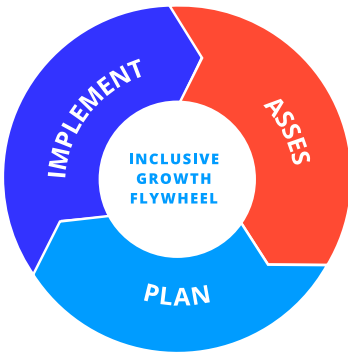
What aspects of Inclusive Growth should be developed within your organisation?



When discussing diversity and inclusion, what kind of logical and emotional language is used? What about the unconscious thoughts of your leaders?



Why is a diverse workforce and inclusive environment important to your organisation?



How could you use this inclusive growth flywheel in your organisation?



What action would you like to take?

**In the next
24 hours**

**In the next
7 days**

**In the next
30 days**

**In the next
quarter**

**Thank you for reading this report today
and I hope you got immense value from it.**

**If you need any further assistance with
your diversity and inclusion journey, please
contact me and my team.**

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Additionally, you should **read my book** or **listen to my podcast** where I interview diversity and inclusion thought leaders and share best practices.

amazon

audible

Spotify