

Inclusion measurement guide

Improving the measurement of inclusion
across the financial services sector





The Financial Services Skills Commission is an independent, non-partisan, member-led body, representing the UK Financial Services industry on skills. We work directly with the sector and advocate for innovative collaboration to increase and diversify the supply of skills and talent into the sector. Members include businesses from across the sector, Chartered Professional Bodies, representatives of industry bodies and higher and further education.

Contents

Introduction	4
Definitions	4
Why measure inclusion?	4
How to use the inclusion measurement guide	5
Inclusion measurement guide	7
Level 1	7
Level 2	8
Level 3	9
Level 4	12
Appendix	13
Level 2 example survey	13
Level 3 example survey	14
Level 4 example survey	15

Introduction

The Financial Services Skills Commission (FSSC) has created this inclusion measurement guide to support and improve the measurement of inclusion across the financial services (FS) sector.

The inclusion measurement guide will help organisations:

- Measure inclusion in three priority areas for FS organisations in promoting an inclusive culture. These areas are inclusive leadership, a safe and speak up culture and inclusive systems and processes.
- Measure inclusion in the actions of employees and the structures within the organisation which impact inclusion as well as based on employee experiences and perceptions.
- Support organisations who are measuring inclusion for the first time, as well as helping those who are already measuring inclusion to push their practise further.

Definitions

There are numerous definitions of inclusion and diversity however the following definitions have been used for this work.

Inclusion is about creating belonging without conformity. All employees should feel equally respected, supported, and valued for their distinct characteristics so they are able to perform to their full potential. An inclusive company is where employees feel like they belong and are valued, without discrimination, bias or negative behaviour and there is a culture of fairness and trust.

Diversity is about appreciating what makes people different. It is acknowledging the benefits of a range of perspectives including a person's age, gender, ethnicity, sexual orientation, disability, socio-economic background, and faith.

The definition for diversity has been provided as inclusion and diversity are inextricably linked. Whilst inclusion is possible without diversity, diversity is impossible without inclusion. As one of the benefits of improving inclusion is also being able to attract and retain the most diverse talent, it is important to be clear on the definition of diversity used for this work.

Why measure inclusion?

The measurement of inclusion is a key part of increasing the inclusivity of any organisational culture. Measurement allows changes in culture to be tracked and acted upon and provides evidence for the improvements made by interventions that aim to increase inclusion.

An inclusive culture and clear measurement and reporting of inclusion enhances the brand of an organisation to be able to attract the most talented and most diverse employees. It can also reduce costs by lowering turnover and absenteeism of employees and grow the business into new markets by promoting a more diverse set of viewpoints. In inclusive environments, employees are more innovative and creative, more confident and have higher levels of job satisfaction. Leaders in inclusive teams have a better understanding of their employees and the whole team is more committed to their work.¹

Effectively measuring inclusion is an important step in a company's Diversity and Inclusion journey. Firms which act on their inclusion measurement and use it to implement training, improved support, and inclusive systems and processes will see the numerous benefits of an inclusive culture. In the context of widening skills gaps in the FS sector, creating an inclusive culture will allow companies to attract and retain diverse talent as part of the strategy to address skills gaps.

1 CIPD (2019) Building Inclusive Workplaces – Assessing the Evidence

How to use the inclusion measurement guide

The inclusion measurement guide is split across 4 levels based on the maturity of the inclusion measurement already in place in organisations.

Level 1 is aimed at organisations just starting to measure inclusion. It suggests one question for each of the three priority inclusion areas of **inclusive leadership, safe and speak up culture** and **inclusive systems and processes**.

Level 2 is aimed at organisations with some inclusion measurement but who are looking to expand their measurement. It covers the three priority areas but with a question covering **staff perceptions, staff actions and structures** within the organisation. This better protects against measurement being based only on feelings rather than actual behaviours.

Level 3 is aimed at organisations with already established inclusion measurement tools looking to expand their measurement. This includes questions in the priority areas and across the three perspective but also builds in question covering multiple aspects of inclusion within each priority area. This reduces the risk of overestimating inclusion by measuring too few aspects of inclusivity. It can also be used to measure multiple aspects of any priority areas.

Level 4 allows organisations to augment the other questions they are asking by including free text questions, this can give the most detailed view of inclusion in the organisation and generates potential ideas for improving inclusion.



There are three types of measurement tool included in the guide. The first are questions to be included in engagement surveys or inclusion surveys to measure inclusion by asking participants to agree or disagree with statements. They were written to be asked with a 5-point Likert scale with responses of strongly disagree, disagree, neither agree nor disagree, agree and strongly agree. However, a 1-10 scale would also be suitable, mapped onto the 5-point scale with 1-2 equal to strongly disagree, 3-4 equal to disagree, 5-6 equal to neither agree nor disagree, 7-8 equal to agree and 9-10 equal to strongly agree.

The second type of measures are examples of data tracking which can be built into existing structures, these questions are marked with an asterisk. Finally, there are free text questions which can be included alongside any of the questions, these are contained in the Level 4 section.

The questions should only be used as a starting point for building an inclusion survey and should be fully tested for validity, bias and correlation with other measures. The wording should also be tested to ensure suitability and clarity for each organisation and relevance to the cultures and communities it operates in.

The questions in bold throughout the guide map onto questions asked in the Financial Services Culture Board (FSCB) survey.

The FSSC recommends analysing the information gathered in an inclusion survey in relation to demographic data. Feelings of inclusion are often unique to an individual, however, analysing inclusion data in relation to diversity data can identify any cohorts within an organisation with shared concerns highlighting issues which need addressing more urgently. Information can either be collected in the survey or if possible, survey responses linked to HR data without survey responses losing anonymity.

The FSSC would recommend collecting the following demographic information:

- Gender and gender identity
- Ethnicity
- Sexual Orientation
- Disability
- Age
- Socio-economic background
- Faith
- Team and role
- Grade
- Eligibility for promotion
- Participation in training
- Tenure and time in grade
- Recruitment pathway
- Highest level of education

Inclusion measurement guide

Level 1

Level 1 is our minimum level of reporting. At level one, inclusion is measured across three areas which have been identified as critical in an inclusive workplace in Financial Services. These questions are not exhaustive, and organisations may choose to ask additional questions alongside these, for example, a question measuring feelings of belonging.

Inclusive leadership

Ask at least one question about inclusive leadership. This could either look at senior leadership setting the tone from the top or at senior/middle management and the way they lead teams within the organisation.

Example: My manager cultivates an inclusive environment at work

Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree

Safe and speak up culture

Ask at least one question about safe and speak up culture. This can be a general question around inappropriate behaviour which could cover both discrimination or harassment behaviours, or financial risk taking or careless decision making. It could also be specific to a type of inappropriate behaviour.

Example: I feel safe to speak up if observe inappropriate behaviour

Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree

Inclusive systems and processes

Ask at least one question relating to the systems and processes which impact employees. This could relate to access to opportunities, progression, training or about their opinions on hiring practices.

Example: I have fair access to opportunities in my organisation

Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree

Level 2

Level 2 increases the reporting to assess the three priority areas of leadership, safe and speak up culture and systems and processes from three different angles.

Firstly, **employee perceptions**, what feelings do employees have about different areas of the business.

Secondly, **actions**, how do leadership and other employees act and how do individuals act in response.

Finally, **structures**, what are the structures in place for measuring, rewarding, and influencing behaviour.

Inclusive leadership		
Perceptions	Actions	Structures
Example: The leaders in my organisation role model inclusive behaviour	Example: The leaders in my organisation make me feel included	Example: I feel accountable for promotion of an inclusive culture at work

Safe and speak up culture		
Perceptions	Actions	Structures
Example: I feel I am able to speak freely at work	Example: If someone behaves inappropriately at work, it is dealt with effectively	Example: If I observe inappropriate behaviour, there is a system for me to speak up against it

Inclusive systems and processes		
Perceptions	Actions	Structures
Example: I feel able to progress at the same rate as my colleagues	Example: I have fair access to training in my organisation	Example: There are structures in the organisation to address bias and discrimination

Please see example survey in the appendix.

Level 3

Level 3 builds on level 2 by addressing the same priority areas but breaking these areas down further into the most prominent areas of inclusion practice.

Inclusive leadership			
Inclusive leadership covers both senior managers and the top level of leadership responsible for strategy and the overall culture of the company; immediate managers who individuals in a company are likely to have the most interaction with and are vital in creating an inclusive culture; and dialogue including conversations across different grades or peer to peer.			
	Perceptions	Actions	Structures
	Examples		
Senior managers	The leaders in my organisation understand my culture	The leaders in my organisation are open to feedback	% of bonus linked to inclusion measures*
		The leaders in my organisation clearly demonstrate the purpose of the organisation	Inclusion metrics are discussed by the board never / yearly / quarterly / monthly
Immediate managers	I feel respected by my manager	My manager sets clear expectations for inclusive behaviour	
	My manager makes me feel included	At my work people seek out and respect different opinions when making decisions	
	I feel accepted by my colleagues at work	I feel comfortable challenging a decision made by my manager	
Dialogue	I feel my personal goals are aligned to the company goals	I am rewarded for promoting an inclusive culture at work	% of exit interviews/job reviews mentioning inclusivity as issue/strength*
		In my organisation, people are able to use their initiative and judgement in carrying out their work	

Please see example survey in the appendix.

Questions in bold map onto questions in the FSCB survey.

Questions marked with an asterisk are not collected through a survey, but are examples of additional data tracking firms can undertake.

Level 3 (continued)

Safe and speak up culture			
Safe and speak up culture includes whether the culture of the organisation aligns with individuals' values; whether individuals feel like they fit in; bullying and harassment of all kinds and whether individuals feel like they belong within the organisation. These help to create a picture of the wider feeling of psychological safety along with questions on systems and processes in the next section.			
	Perceptions	Actions	Structures
Examples			
Values	I feel I can be myself at work	(Company values) I am rewarded for demonstrating these values	I have good understanding of my company's values
	I often feel anxious at work	(Company values) If I acted against the company values, I would be disciplined	
	At work I feel like I have a clear purpose	I am rewarded for promoting an inclusive culture at work	
	I am able to be honest at work		
Fitting in	At work I am valued for my individual contribution	I am often individually asked for my perspective during meetings	More training on inclusive working practices would benefit the organisation
Bullying and harassment	There is a culture of blame in my team	I often observe instances of exclusion	I have observed inappropriate behaviour at work
	There is a culture of fear in my team	I often observe behaviour which I find inappropriate?	The number of complaints of inappropriate behaviour raised with HR/reporting system*
	I am often subject to microaggressions at work	I feel like leaders listen to my concerns	
	I feel comfortable addressing microaggressions with colleagues	There is a zero-tolerance policy for bullying, discrimination, and harassment	
	At my work I feel that I am treated with respect	If I raised concerns about the way we work, I would be worried about the negative consequences for me	
		I see people in my organisation turn a blind eye to inappropriate behaviour	
Organisational belonging	At work, I feel like I belong	My managers help enable me to share my ideas	
	I can share ideas without fear of negative consequences		

Please see example survey in the appendix.

Questions in bold map onto questions in the FSCB survey.

Questions marked with an asterisk are not collected through a survey, but are examples of additional data tracking firms can undertake.

Level 3 (continued)

Inclusive systems and processes			
Inclusive systems and processes include promotion, progression, and development including individuals' abilities to access opportunities and participate as fully as possible in the workforce; and recruitment which includes the recruitment process but could also include attitudes towards recruitment from within the business.			
	Perceptions	Actions	Structures
	Examples		
Promotion, progression, and development	My manager understands how I prefer to work	My manager asks me my preferred way of working/at the start of projects we discuss our preferred ways of working	Automated processes and algorithms are regularly reviewed for bias
	I have flexibility in the way I carry out my role at work	The performance management process is transparent	I have a say in how employee processes are designed
	At X org we work collaboratively towards a shared purpose	The performance management process is fair	% of demographic in total population vs % on training pathway*
	I feel supported in my work	The process for allocating work is transparent	% of demographic in total population vs % on high profile projects*
	I feel I am given opportunities to develop	The process for allocating work is fair	% of demographic in total population vs % given top performance rating*
	It is difficult to make career progression in my organisation without flexing my ethical standards	I have fair access to mentoring in my organisation	In my organisation I see instances where unethical behaviour is rewarded
		I have fair access to sponsorship in my organisation	
Recruitment	People recruited to the organisation are representative of society as a whole	I actively try to recruit people with different opinions to me	Public targets for diverse recruitment*
		The recruitment process is transparent	% of jobs advertised as flexible*
		The recruitment process is fair	% of jobs advertised on diversity focussed jobsites*
			% of demographic in applicant pool vs % hired*

Please see example survey in the appendix.

Questions in bold map onto questions in the FSCB survey.

Questions marked with an asterisk are not collected through a survey, but are examples of additional data tracking firms can undertake.

Level 4

Level 4 can be used to augment other levels of the survey by adding free text questions for additional insights on any of the key areas or on inclusion generally.

Inclusive leadership

Example

What would make this organisation more inclusive?

How could leadership be more inclusive?

Safe and speak up culture

Example

What would make this organisation safer from inappropriate behaviour?

Inclusive systems and processes

Example

How could your interaction with the company processes be made more inclusive?

Please see example survey in the appendix.

Appendix

Level 2 example survey

1. My manager cultivates an inclusive environment at work

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

2. I feel safe to speak up if observe inappropriate behaviour

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

3. I have fair access to opportunities in my organisation

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

A question covering each priority area of leadership, speak up culture and systems and processes.

4. The leaders in my organisation role model inclusive behaviour

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

5. I feel accountable for promotion of an inclusive culture at work

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Inclusive leadership is a particular focus for this company, additional questions have been added to cover employee perceptions and the structures the company has in place.

Level 3 example survey

1. My manager cultivates an inclusive environment at work

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

2. I feel safe to speak up if observe inappropriate behaviour

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

3. I have fair access to opportunities in my organisation

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

4. The leaders in my organisation role model inclusive behaviour

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

5. I feel accountable for promotion of an inclusive culture at work

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Same as Level 2 example

6. I feel respected by my manager

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

7. My manager sets clear expectations for inclusive behaviour

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

8. My manager makes me feel included

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Within inclusive leadership, leadership at immediate manager level was a particular area of concern. Additional questions covering immediate managers have therefore been added to gather further information.

Level 4 example survey

1. My manager cultivates an inclusive environment at work

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

2. I feel safe to speak up if observe inappropriate behaviour

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

3. I have fair access to opportunities in my organisation

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

4. The leaders in my organisation role model inclusive behaviour

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

5. I feel accountable for promotion of an inclusive culture at work

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

6. I feel respected by my manager

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

7. My manager sets clear expectations for inclusive behaviour

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

8. My manager makes me feel included

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Same as Level 3 example

9. How could leadership be more inclusive?

Type your answer here...

The company would still like further information on inclusive leadership, they have therefore included a free text question to get specific insight from employees.



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