JUMP

SOLUTIONS FOR EQUALITY AT WORK

HOW TO BUILD AN INCLUSIVE WORKPLACE

Your handbook for a culture of trust, respect and inclusion

INDEX

Early 2019, we surveyed the diversity leaders of 157 european based organisations on their D&I policies. The findings suggest that although some progress is being made and many organisations are nominally committed to diversity and gender balance, there is still a lot of work to be done to make real change.

In the following sections of this booklet, we will give some practical hints and tips on how to start your journey towards inclusion:

CREATING AN INCLUSIVE CORPORATE CULTURE

> *Diversity is being invited to the party.*
> *Inclusion is being asked to dance.*
>
> *VERNA MYERS*
> DIVERSITY AND INCLUSION EXPERT

Ask any leader if they want their organisation to be transparent, open and respectful, a place where employees feel productive, secure and valued, leading to a more successful business, most will say "yes."
Unfortunately, despite investment in Diversity and Inclusion initiatives, we are seeing a disconnect between commitment and results.

WHAT IS DIVERSITY AND INCLUSION?

Diverse workplaces are composed of employees with a wide range of different characteristics. These can include visible differences such as gender, ethnicity, age and physical ability. Others are less visible for example: personality types, learning styles, education and socio-economic backgrounds, sexual orientation, religious and political beliefs.

An inclusive workplace culture embraces individual differences by creating a sense of belonging and respect for all, to achieve even greater business success. An inclusive workplace makes diverse employees feel valued, welcome, integrated and included in the workforce instead of isolated. Inclusion is intangible and difficult to measure because it is a feeling.

Diversity is a fact

Inclusion is a choice

Inclusion makes diversity stick.
We need workplaces to have a culture that is both diverse and inclusive.

Research shows that if employees have to adapt their style or personality to fit into a dominant culture, they are not able to bring their whole selves to the workplace. Very often they choose to cover or mask their individual differences to avoid negative stereotyping, exclusion or harassment. They change their behaviours or compromise their values specifically to fit in and gain acceptance. Also known as "assimilation" or "illusion", this adapted behaviour comes at a price.

EXCLUSION

INSIDER

OUTSIDER

SEGREGATION

INCLUSION

INTEGRATION

ASSIMILATION

Represents the dominant group
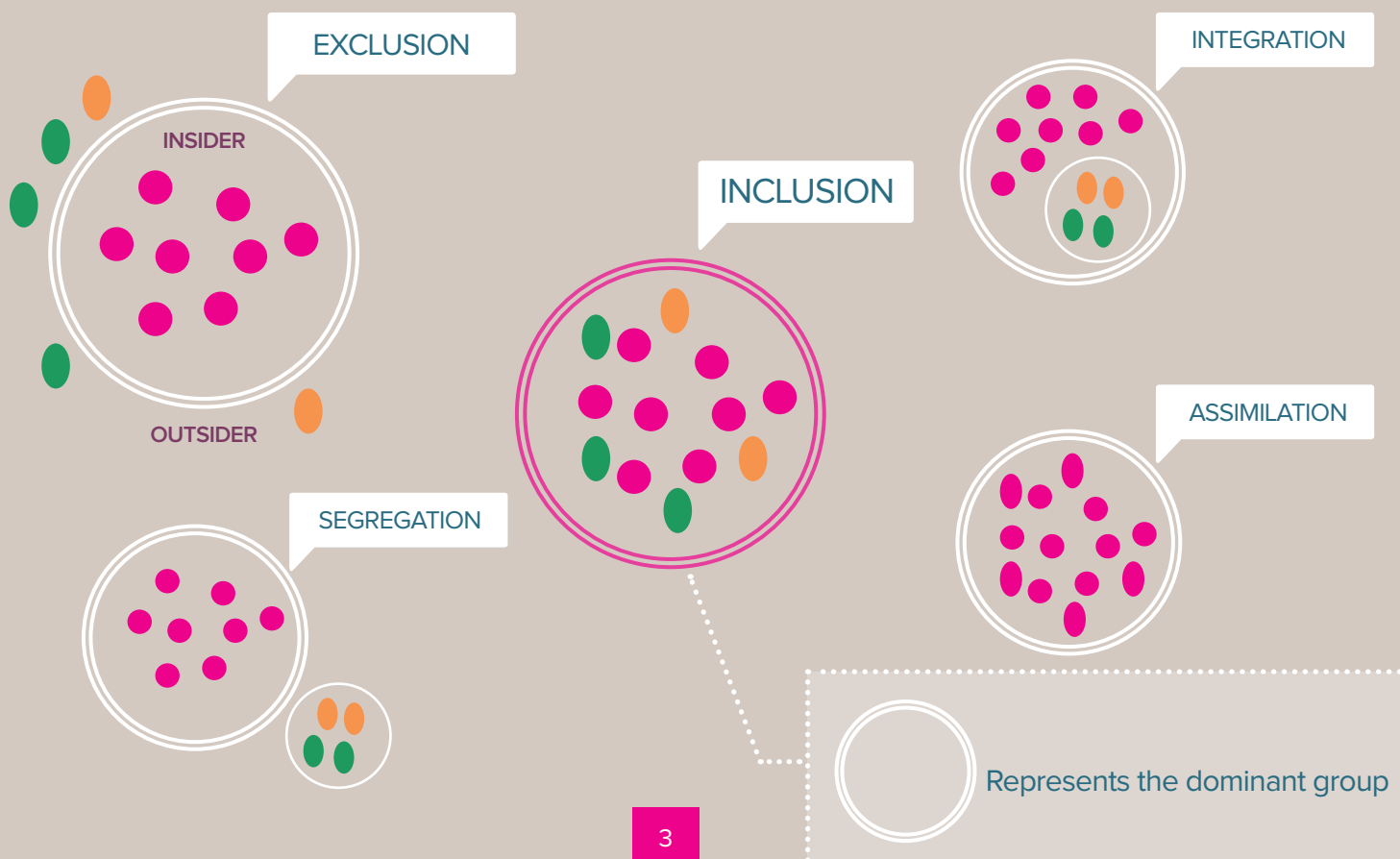
Diversity is a mix.
Inclusion is making the mix work.

ANDRÉS TAPIA
GLOBAL DIVERSITY & INCLUSION
STRATEGIST AND THOUGHT LEADER AT KORN FERRY.

Becoming an inclusive organisation is a cultural transformation like any other.
It requires the integration of 3 key organisational elements to stimulate change.

1

LEADERSHIP COMMITMENT.
Understanding the business benefits of diversity and inclusion for your business and standing as a role model and ambassador.

2

SYSTEMIC CHANGE.
Examining the organisational processes that either accelerate or hamper the achievement of your diversity and inclusion goals.

3

INDIVIDUAL CHANGE.
Recognising how each individual can learn to manage their own biases and behaviours to enhance business success.

CURRENT SITUATION AND WAY FORWARD

Diversity is a reality.
Inclusion is a choice.
STEPHEN FROST
AUTHOR

Overview of the results of our Survey on D&I policies in Europe

JUMP, 3Plus International and Peoplesphere polled European based organisations in a range of sectors including: B2B, B2C, Telco, Tech and Banking & Finance, covering large multi-national and local organisations, in the public and private sector. Our goal was to find out what action these businesses were taking regarding diversity and inclusion, paying particular attention to gender balance.

The questionnaire was sent to the D&I contacts in the JUMP database and to subscribers of the 3Plus International and Peoplesphere newsletters early 2019. It is important to note these people may be more involved in diversity and inclusion activities than the average corporate population. Of the 157 participating companies, quite a few seem to have left the survey when asked for concrete actions taken. We only took the 53 fully completed questionnaires into consideration for the data analysis.

Companies are at the start of the journey

The focus seems to be more on creating awareness around diversity and less on systemic change to improve inclusion.

Our findings suggest that over two thirds of participants are currently focusing on recruitment and over half are striving for diverse teams and a more gender-balanced representation. This is offset by only one third paying attention to retention and engagement issues, with only one out of five taking steps to measure and benchmark their level of inclusion. Half are addressing gender pay differentials, wellbeing and promotions into leadership.

In short... Organisations are working the numbers by hiring more women, but don't always make the other necessary changes to support their success. This may lead to them losing female employees, potentially without understanding why. Only one company in our sample reported carrying out a Diversity and Inclusion audit so far.

Although two thirds of respondents indicated they have a diversity policy and confirmed they have a business strategy to drive gender balance initiatives forward, merely half have set clear targets.

Only one in four indicated there was an adequate budget to cover their initiatives. More than half reported having no budget at all.

A small number have a dedicated role for Diversity and Gender Balance responsibilities, with most organisations adding these activities to the duties of an existing full-time role, often within HR. Only a few of responding organisations have a post holder with the opportunity to make a strategic impact at C-suite level. Almost half of the respondents indicated they have taskforces to research and examine how to drive any initiatives forward, with two thirds reporting on having plans in place to tackle the challenges.

Inclusion is a choice.
It takes courage to speak up.

INGERSOLL RAND
JUMP survey participant

So, although organisations are generally forward thinking, most do not have the time, budget or resources to meet their objectives.

In table 1 we list possible actions to drive Gender Equality. In the second table, we mention some specific actions to promote an inclusive corporate culture. Both lists are ranked in order of use by the companies in our survey sample, therefore this is representative of the kind of actions already being taken.

SURVEY RESULTS

TABLE 1: ACTIONS TO DRIVE GENDER EQUALITY
(1= the most used by the companies surveyed– 12 = the less used)

#	Action
1	Analysis, measurement, diagnosis
2	Awareness building, communications
3	Flexible work models
4	Corporate / Employer branding
5	Diversity network, women's network, Employee Resource Group
6	Mentoring or sponsorship programme
7	Learning & Development programme
7	Combatting sexism and harassment
8	(Executive) Coaching
9	Goal setting, KPIs, targets
10	Parenthood initiatives
11	Review of talent management processes and systems
12	Review of business processes and systems

TABLE 2: SPECIFIC ACTIONS TO PROMOTE AN INCLUSIVE CORPORATE CULTURE
(1= the most used by the companies surveyed– 8 = the less used)

#	Action
1	Awareness building, communication campaign
2	Unconscious bias training
3	Constructive communication training
4	Inclusive business behaviours (e.g. meetings)
5	Inclusive leadership development
6	Unbiased talent management processes and systems
7	Cultural assessment
8	Unbiased business processes and systems

THE BUSINESS CASE FOR INCLUSION

> *It is increasingly rare to see an element of economic performance that cannot be enhanced by gender diversity.*

MEREDITH JONES
READER IN SOCIOLOGY,
BRUNEL UNIVERSITY LONDON

WHY ARE DIVERSITY AND INCLUSION SO IMPORTANT?

A two-year research study by Deloitte of 450 global organisations based in the U.S., Europe and Asia[1] found companies with greater gender and racial diversity were shown to be better performers across financial and talent outcomes, including cash flow, profitability, innovation and growth.

There is a growing body of evidence that proves diversity is good for returns.[2]

> *Diversity & Inclusion must become part of the DNA of the company. Also the top has to behave with an inclusive mindset.*

SHELL
JUMP survey participant

BOOSTING FINANCIAL PERFORMANCE

Research published in Harvard Business Review suggests gender balanced teams are 23% more likely to show an increase in gross profit and 13% more likely to show consistent organic growth. [3]

With a broader lens, research from the European Commission[4] confirms the positive impact of gender balance on both individuals as well as society in general. A more gender equal EU positively impacts the GDP of member states, producing a higher level of employment and productivity.

Organisations characterised by high levels of inclusion as well as gender balance are twice as likely to meet or exceed financial targets.[5]

ENHANCING THE EMPLOYER BRAND

Inclusive workplaces show stronger employee engagement (measured by productivity, connectedness and performance), less absenteeism and higher talent retention.[6]

80% of employees say inclusion is an important factor in choosing an employer.

72% may consider leaving an organisation for one they think is more inclusive.

30% of millennials left a job for one with a more inclusive culture.

Absenteeism from work in the EU is estimated at 2.5% of GDP across 27 member states, or 6% of working time.[7]

Recent research from LinkedIn[8] tells us a sense of belonging is critical to employee retention. 70% of those surveyed said they would be willing to take a pay cut to work for a company which shares their values and has a mission they believe in.

Today, in our digital culture, news travels faster than ever. An organisation's employer brand can flourish easily and quickly on the basis of a strong reputation and social standing. But it can also be damaged at the same speed by negative reports.

WOMEN POWER

51%
OF THE POPULATION

60%
OF GRADUATES

85%
OF CONSUMERS GOODS CUSTOMERS

REFLECTING THE NEEDS OF YOUR CUSTOMERS

Research suggests that business performance is enhanced when a company's employee base is aligned with its target market.

Women drive our economies. They dominate the purchasing decisions in the market. An estimated 80% of daily consumer decisions are made by women (for products for both men and women). That means €24.9 trillion of the world's €31.15 trillion consumer economy is in female hands.[9]

Employees of firms with diverse teams are 70% more likely to report that the firm captured a new market in the previous year.

ENHANCING INNOVATION AND TEAM PERFORMANCE

Diversity and inclusion leads to improved team performance, decision-making and increased creativity and innovation.

Diversity & inclusion unlocks team-performance and innovation by **creating an environment where different views and "outside the box" ideas are heard.** When leaders value differences and minorities feel they can trust them and be heard, then all employees can find senior people to convince them of compelling ideas and persuade those in charge to deploy resources to develop those ideas.

Diverse teams are six times more likely to anticipate change and respond effectively, 1.8 times more likely to be change-ready and 1.7 times more likely to be innovation leaders in their market.[10]
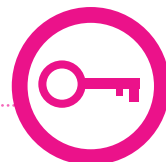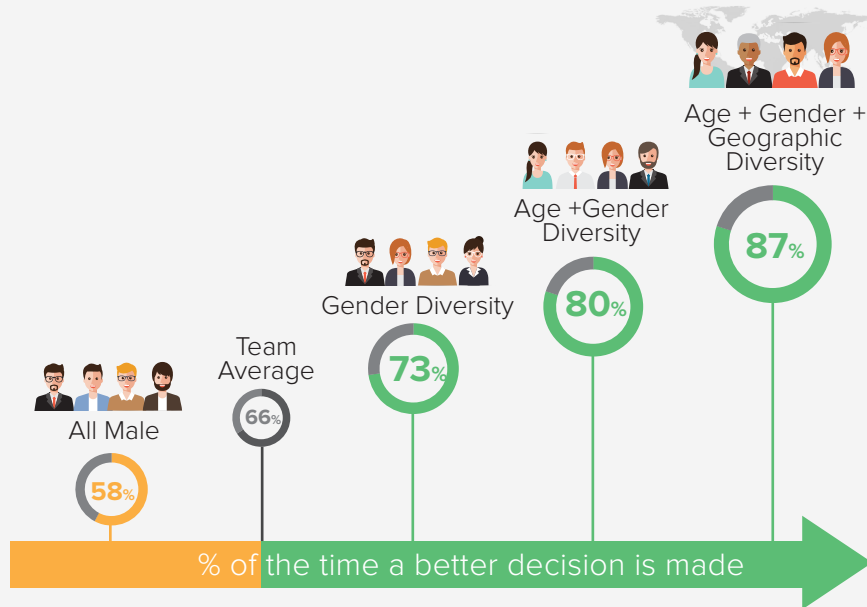
Key takeaway:

There is a clear business case for diversity and inclusion. Businesses that adopt effective diversity and inclusion policies are more likely to thrive.

Sodexo, worldwide food service provider considered one of the leaders in terms of diversity and inclusion, gathered data from 50,000 Sodexo managers in 80 countries – from C-suite to site Management. They proved that management teams that are gender-balanced (ie. min of 40% of men or women on the team) impact growth, profit and cash generated, but also employee engagement and client retention.

Cloverpop, who design decision-making platforms, measured the decision making of teams based on the gender, age range and geographic location of team members. The results are remarkable. As the diversity of teams increases so does the chance of making better decisions. the most diverse teams made better decisions 87% of the time.


Age + Gender + Geographic Diversity

Age +Gender Diversity

87%

Gender Diversity

80%

Team Average

73%

All Male

66%

58%

% of the time a better decision is made

Source: Cloverpop.com, Hacking diversity with Inclusive Decision-Making[11]

The collective brain has an IQ: We can measure it.
The intelligence of a group isn't determined by the level of intelligence of its members, nor by the addition of the individual intelligences. The intelligence of a group is determined by the sensitivity to others (non-verbal communication) and equal speaking time.

Groups where there is a higher number of women get the highest scores because they tend to be better at caring and sharing than men. By their presence they change the way people interact.

Émile Servan-Schreiber, Supercollectif
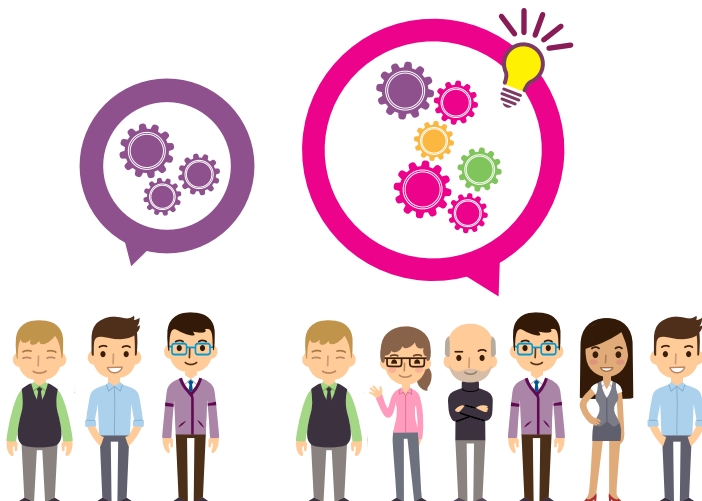
Inclusion is not a matter of political correctness. It is the key to growth.

JESSE JACKSON
U.S. CIVIL RIGHTS LEADER

THE 4 STAGES OF LEARNING

**« I don't know that I don't know.
I don't know that I need to learn it »**

UNCONSCIOUSLY
INCOMPETENT

**« I know
that I don't know »**

CONSCIOUSLY
INCOMPETENT

**« I know
and I practice »**

CONSCIOUSLY
COMPETENT

**« I am,
I do it naturally »**

UNCONSCIOUSLY
COMPETENT

UNCONSCIOUS BIAS

If the overwhelming evidence suggests that gender-balanced, diverse and inclusive organisations produce better business results and more innovative teams, why is it not happening?

The answer may be that we are unknowingly sabotaging our own best efforts. This has been identified as "unconscious bias" or cognitive dissonance.

WHAT IS UNCONSCIOUS BIAS?

Many people think that bias is a bad thing. It isn't necessarily, but in a 21st century knowledge economy it can interfere with effective, data-based decision making. We need to stop demonising the notion and accept that bias is something we can learn to manage.

The human brain processes millions of thoughts a day and we only remember a very small number. To protect ourselves the brain has developed subtle shortcuts to identify potential risk in a primal "freeze, fight or flight" way. In 21st century language these shortcuts are similar to hashtags. They are ways of filtering and filing data, parsing information to prevent overload. Biases facilitate rapid decision-making to help us feel secure. They send subliminal signals that certain situations and people are safe, while flagging up others which are potentially harmful.

WHY DOES INCLUSION NOT HAPPEN **NATURALLY**?

Our natural inclination is to gravitate towards people who make us feel secure and to distrust, diminish and even exclude people, who don't.

We are all capable of bias but equally able to adapt our beliefs and behaviours to make more effective decisions and be fairer to the people around us. We know the barriers created by unconscious bias impact business relationships, inclusion, performance, engagement and, ultimately, innovation.

While we can't eliminate unconscious biases, learning to consciously manage them is a skill we can all acquire.

BIASES NEED MANAGEMENT

> *The first problem for all of us, men and women,*
> *is not to learn but to unlearn.*
>
> *GLORIA STEINEM*
> SOCIAL POLITICAL ACTIVIST
> AND AUTHOR

The first step is to gain a deeper understanding of our own filters that impact our view of situations. This gives us an insight into the patterns we use to evaluate, assess, interact, think and work with other people.

A great start is to take some of the tests included in the Harvard Implicit Bias Test[12] and by organising training sessions on unconscious bias and inclusive workplace practices to increase self-awareness.

BIAS DOESN'T MAKE YOU PREJUDICED,
IT MAKES YOU HUMAN

Key takeaway:

Once we have accepted that biases exist and we all exhibit them, we are in a better place to move forward. We can start building a bias-conscious culture, a safe, trusted and inclusive environment, where each of us can be our authentic self.

TYPES OF BIAS

Inclusiveness applies to all management situations and workplace interactions. It impacts your communication style and how you hire, on-board, promote, develop, compensate, mentor and train your employees. It's integral to the working environment you offer and the work culture you foster. One way to support this approach is to create a bias-conscious culture. Unconscious bias is embedded in any organisation where there are people. They are even finding biases in algorithms.[13]


AFFINITY BIAS

SOME EVERY DAY BIASES WE ALL EXHIBIT[14]

Bias example	What it means	How it can be expressed
Affinity	People who make me comfortable or people who are like me, while feeling uncomfortable around people who are not like me.	"He's too quiet. He won't be a good fit for the team.
Confirmation	People who agree with me.	"I like the way she thinks and deals with clients. I could have trained her myself."
Conformity	Taking cues for thoughts and behaviours in most contexts from the actions of others especially those in authority or senior roles.	"Let's all go bungee jumping for the company outing." "That's a really great idea, boss."
Halo	An impressive credential or attribute impacts your judgement positively.	"She has an MBA from INSEAD. She will be great"
Horns	A perceived negative attribute impacts your judgement negatively.	"We can't send him into a customer with those tattoos. It won't go down well."
Beauty	Judgements are made in line with your own ideas or those of the dominant culture around attractiveness.	"She is always immaculately turned out and has superb executive presence. The board will love her."
Similarity	A mental shortcut that leads you to the unconscious assumption that others share the same or similar values, thoughts and beliefs based on an unsubstantiated belief.	"She'll be a good worker; she's a Red Cross volunteer."
Contrast	Tendency to promote or demote something in a large grouping after a single comparison with one of its peers.	"He's a bit old; he won't have the energy."
Attribution	Attribute the cause of your own and others' behaviours; however, attributions do not always accurately mirror reality, e.g., All women want children. All men are assertive. All French people are good cooks.	"She has just had a baby. She won't be interested in a job that requires so much pressure."

These biases are so embedded in corporate culture that they can overturn even the best strategies. Research has shown that some unconscious bias training programmes have been ineffective. They are now being replaced by bias awareness training to introduce "nudges." Nudges interrupt and outsmart bias in a practical way. They encourage our unconscious minds away from our shortcut stereotype thinking, towards considering alternative decisions and perceptions.[15]

Key takeaway:
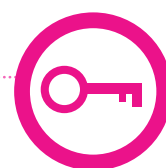
Biases are so deeply embedded in corporate culture that we absorb them without thinking. They become part of the "this is how it works here" culture.
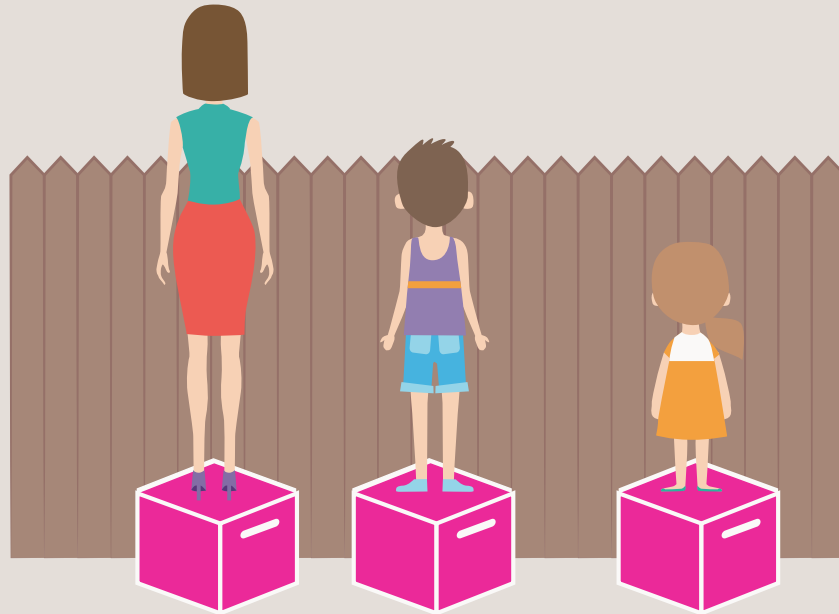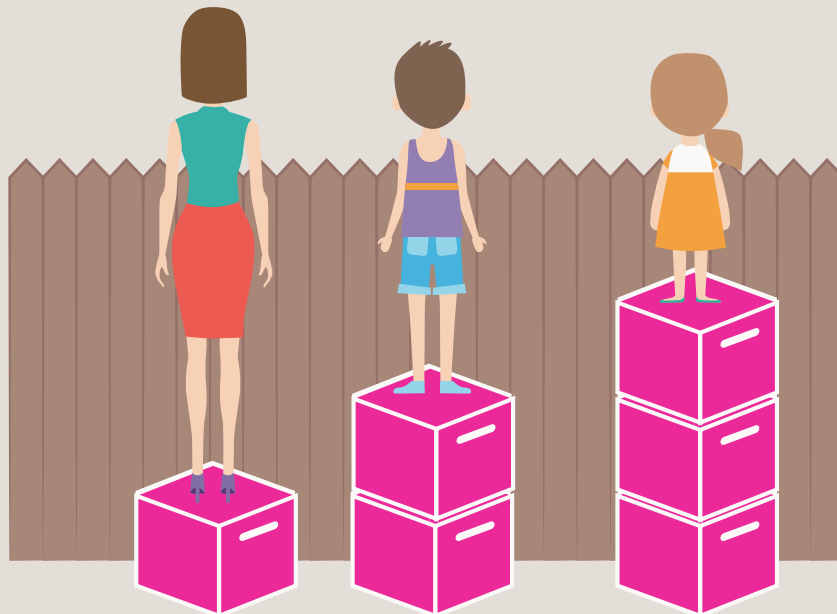
> *Discrimination is not what is the most damaging; it's the lack of true inclusion that makes someone feel unable to be authentic.*

MEGAN RAPINOE
CAPTAIN OF THE US FOOTBALL TEAM
IN THE 2019 FIFA WOMEN'S WORLD CUP

Equality

Inclusion

THE NOTION OF DOMINANT CULTURE

The main components of competence impressions are attractiveness, confidence, and masculinity.

DONGWON OH
AUTHOR

UNDERSTANDING PRIVILEGE FOR INSIDERS

Most organisations have a culture that people talk about but struggle to define. Encapsulated by the phrase "this is the way we do things," these cultures tend to exhibit the characteristics of the dominant group which is usually alpha male.

We all do things every day that make people feel undervalued and disrespected. We don't mean to, but it happens, and these habits become embedded in our organisational cultures. Many decisions are made around how people will fit into an organisation's culture, especially when hiring or promoting someone. Most people don't realise they are part of the "dominant" group of "insiders". A non-inclusive culture does not foster trust for "outsiders".

Bill Proudman, CEO and Founding Partner of White Men as Full Diversity Partners, defines **insider** behaviour as follows:

Bill Proudman also looked at what defines an **outsider**. They are characterised by:

Insiders

They set the norms often without knowing it.

They may or may not be the numerical majority.

They are often oblivious to their norms because it is "just the way things are".

They are are often unaware of the depth and magnitude of the differential between their group and "outsiders".

"Insiders" often feel like they naturally "belong" but can overlook or minimize other's "uniqueness".

Outsiders

They are on the outside looking in.

They work hard and constantly to fit in.

They have little or no access to "insider" benefits and membership, no matter how hard they work.

"Outsiders" often don't feel like they "belong" because of their "uniqueness". [16]

COVERING – MASKING WHO YOU REALLY ARE TO FIT IN

> *The inclusion paradox:*
> *Be yourself and fit in.*
>
> *JITSKE KRAMER*
> CORPORATE ANTHROPOLOGIST AND AUTHOR

ⓘ Research shows that if employees have to adapt their style or personality to fit into a dominant culture, they are not able to bring their whole selves to the workplace. Very often they choose to cover or mask their individual differences to avoid negative stereotyping, exclusion or harassment. They change their behaviours or compromise their values specifically to fit in and gain acceptance. However, this comes at a price.

A study from Deloitte and Kenji Yoshino[17] from NYU School of Law suggests that almost two thirds of employees cover in some way. The impact of this on team performance is significant. Employees who cover, are less likely to see career opportunities in their organisation.

50% say their commitment is damaged if conformity to the dominant culture is a leadership requirement.

27% are more likely to consider leaving their organisation within a year.

On the plus side,

42% are less likely to leave if they can bring their whole selves to work.

THE IMPORTANCE OF PSYCHOLOGICAL SAFETY

New research shows that feeling psychologically secure in a place of work is a key requirement for employees. Google's 2015 study 'Project Aristotle'[18] found employees place high value on psychological safety, which emerged as the most significant factor underpinning high-performance teams across the organisation. In everyday language, this means employees need to feel comfortable in bringing their authentic selves to work, and be able to present their views, take risks and make mistakes without fear of judgement or reprisal.

ⓘ Employees in psychologically safe teams, researchers found, were also less likely to want to leave, brought in more revenue and were rated as effective twice as often by senior executives.

EVERYDAY SEXISM

Women suffer from unconscious bias in every part of their daily lives but nowhere it is more prevalent than in the workplace. Driven by outdated stereotypes around gender expectations, these micro-aggressions include being interrupted, talked over, inappropriate physical contact and senior women being mistaken for junior employees.

Women are judged more harshly by their appearance than their male colleagues and more negative language is used in their performance reviews. They are subjected to gossip and insinuations.

Sexist or inappropriate jokes are dismissed as banter and harmless fun. Women are labelled sensitive or difficult. The list is endless.

WORDS USED TO DESCRIBE MEN AND WOMEN IN PERFORMANCE REVIEWS

Words used to describe men are more positive

Analytical	
Competent	
Athletic	
Dependable	Arrogant
Confident	
Versatile	
Articulate	
Level headed	
	Irresponsible
Logical	
Practical	

Words used to describe women are more negative

Compassionate	
	Inept
Enthusiastic	Selfish
Energetic	Frivolous
	Passive
Organized	Scattered
	Opportunistic
	Gossip
	Excitable
	Vain
	Panicky
	Temperamental
	Indecisive

In descending order of relative frequency

Source: Harvard Business Review, 2018 [19], Words we use to describe male and female leaders.

The study "Where do we stand on sexism" of JUMP in 2016 found that 94% of women have been subjected to sexist behaviour in the workplace, and 9% have been physically assaulted at work. The impact of sexism is very important on the physical and psychological wellbeing of women.

To avoid being confronted again with such situations, women adapt their way of life: their dress sense, behaviour, times of going out, places frequented. This restricts their freedom on a daily basis.[20]

SEXISME, BIENTÔT FINI ?
WHERE DO WE STAND ON SEXISM?

Une étude menée par JUMP
A study conducted by JUMP

JUMP

Avec le soutien

SOME SEXIST COMMUNICATION DEFINITIONS:

MANTERRUPTING:

Unnecessary interruption of a woman by a man.

BROPROPRIATING:

Taking a woman's idea and taking credit for it.

MANSPLAINING:

When a man explains something to a woman in a patronizing way and it often begins with a man completely disregarding a woman's opinions by interrupting her mid-sentence.

MANTRUM:

When a man becomes frustrated with a woman who has a different opinion and loses his temper talking at her.

MANSCRIPT:

When men perceive female co-workers the way they relate to them in personal relationships, as wives, daughters, mothers, sisters, …

Diversity is the mix

Inclusion is making the mix work

KEY STEPS FOR AN INCLUSIVE CULTURE

*Strength lies in our differences,
not in our similarities.*

STEPHEN COVEY
EDUCATOR AND AUTHOR

Creating a bias-conscious and inclusive culture within an organisation is an opportunity for everyone.

It is first and foremost a top-down leadership challenge. It involves leaders as role models with an inclusive leadership style, implementing systemic changes and holding others in the organisation accountable.

The more open and transparent leaders are, the more willing employees will be to reciprocate.

A bias-conscious culture relies on the creation of an environment where differences can be recognised, but discussed and resolved in a constructive and respectful way. It is not about pretending they don't exist.

In a bias-conscious culture, it's understood that we all exhibit bias from time to time and systemic checks and balances have been set up to help us manage them.
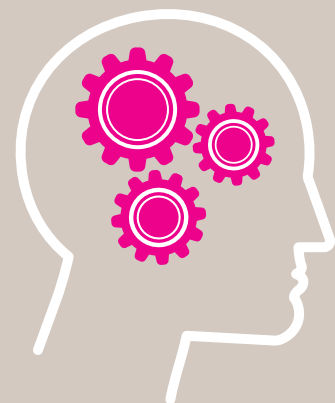
*We continuously focus on this topic
and repeat and repeat again our actions.*

SAP Belgium
JUMP survey participant

001001110100
0110100101101
1001101011100
0011010011100
111001010110X

INCLUSION IS NOT A PROGRAMME

INCLUSION IS ABOUT
MINDSET & BEHAVIOURS

1 SHINE A LIGHT AS A LEADER

iNCLUSION
STARTS
WITH i

Your responsability is to shine a light on your own leadership values, style and vision:

UNDERSTAND THE BENEFITS OF INCLUSION

Come together as senior leaders on the business case and benefits of inclusion. Learn how your organisation can enhance its results with an inclusive leadership style, talent management and business practices.

TEST YOURSELF

As a leader, take steps to understand your own biases. Take the Harvard Implicit Bias Test[12] to develop an awareness of where and when you are at risk of being influenced. Gain an understanding of how biases can impact others and your leadership style. Check if you are intentionally including, and thereby excluding, any particular group.

TRAIN YOURSELF

Follow unconscious bias and inclusive leadership training yourself and organise it for other senior leaders with the goal of working towards a bias-conscious culture. Be a role model to foster a culture of self-awareness. Encourage bystander interventions and offer training for employees to self-advocate or intervene in situations that make them feel uncomfortable.

DEMONSTRATE INCLUSIVE LEADERSHIP BEHAVIOURS

Inclusive leadership is the ability to successfully lead, value, engage and inspire employees with diverse talents, backgrounds and experience. Are you an inclusive manager? Take the test in the next chapter and learn more about how to develop the key competencies of an inclusive leader.[20]

ACT AS A ROLE MODEL FOR DIVERSITY AND INCLUSION

Show your leadership commitment. Speak up on all possible occasions. Actively sponsor initiatives to drive change. Lead by example.

BUILD IN SUPPORT

To start a cultural shift in your area of influence, create a structured setting to support open discussion and feedback about bias and diversity. Nurture constructive dialogue. When employees are consulted, they feel included and recognised.

EVALUATE YOUR ORGANISATION

Work with your senior managers to participate in the "traffic light" exercise. Examine what your organisation does well and where your strengths lie (green), what needs tweaking (amber) and what you need to stop doing (red). Share your experiences.

Culture eats strategy for breakfast.

PETER DRUCKER
CONSULTANT AND AUTHOR

EXAMINE THE COMPOSITION OF YOUR ORGANISATION

Determine the dominant characteristics based on declarable data such as gender, age, nationality, language and educational level. If possible, identify the more invisible characteristics such as personality types, family status, sexual orientation and preferred communication styles that define your culture. Do you favour any group or exclude another?

CARRY OUT A CULTURAL AUDIT

Most organisations talk about their culture but are unable to define it in practical terms. Organise an assessment of your culture by an external body to examine the key drivers of your organisation. This will include looking at values and mission, communication and decision-making styles and many more.

ASSESS THE PERCEPTIONS OF YOUR EMPLOYEES[21]

Undertake an employee engagement or experience survey. Assess how your organisation is perceived internally and externally. How do you rank against other companies in key areas, especially your competitors? What can you learn from any push back? Do those resistors exhibit non-inclusive behaviours?

REVIEW YOUR BUSINESS SYSTEMS

Organisations are defined by their formal and informal business systems. For example, how are meetings run? Do all personality types have a voice? Set up some guidelines for meetings such as a "no interruption" rule, outlaw multi-tasking and implement a "leaders speak last" initiative. Become mindful of any patterns that might emerge related to age, gender, race and others. Are speaker line-ups and panels at corporate events inclusive? Or do you still have "manels", panels existing solely out of men? Are work events offered during dates and times that do not exclude a particular group such as older workers, parents or those with a physical disability? Is your organisation tolerant of non-inclusive behaviours such as sexist jokes, not paying attention or talking over others?

BUILD INCLUSION VISIBLY INTO YOUR ORGANISATION'S VALUES

Conduct an awareness campaign on diversity and inclusion by creating a mission statement reflecting your leadership commitment. This should appear on your website, career pages and in corporate communications material. Select champions to facilitate change management efforts and act as role models so that employees at all levels feel connected to your core values.

REVIEW YOUR TALENT MANAGEMENT SYSTEMS TO UNCOVER HIDDEN BIASES

Examine your employer branding, sourcing and hiring processes, including any associated documentation such as job descriptions and job ads. Check the access of women and other under-represented groups to learning and development programmes and stretch assignments. Review how you evaluate performance and potential and how you promote employees. Examine the gender pay gap by checking for equal pay and benefits.

EXAMINE YOUR COMMUNICATIONS

Assess your website and other marketing collateral. Do the images and icons reflect the composition of your organisation and target market? Is the language and tone inclusive and does it resonate with different communication and learning styles? The toolkits from Bias Interrupters can help. You can also run your ads and other documentation through software to check for non-inclusive language or a "gender-decoder"[22] ELaN Languages tackles unconscious bias by updating their online translation tool with a new feature: 'the unbias button'. This plug-in offers unbiased translations of biased words.[23]

ALLOW TIME AND RESOURCES TO DRIVE CHANGE

Allocate adequate budgets for Diversity and Inclusion initiatives. Ensure the person responsible is empowered and part of the business making strategy. Set up a D&I committee or taskforce. Define clear objectives, set ambitious targets and measure progress. And never quit. Stay in for the long run. As for any change programme, there is no silver bullet or fast solution here.

Sometimes you can't see yourself clearly until you see yourself through the eyes of others.

ELLEN LEE DEGENERES
COMEDIAN AND AUTHOR

DO SOME SELF-WORK

Our greatest bias (our blind spot) is to minimise or ignore our own biases but to be mindful of bias in others. Becoming mindful of your own blind spots and asking for feedback is vital in the self-awareness process. Include your colleagues, direct reports and peers. How do they receive your communication or opinions? Very often we share our opinions before we ask.

BE PRESENT

Work on your listening skills and be present and engaged. Miscommunication occurs when we are not available for the people around us. Listen to understand, not to respond.

BE OPEN

Achieving diversity and inclusion is not a zero-sum activity but a win-win situation. Open your mind to possibility and change. Welcome new points of view. All inputs are valid inputs. Seek to learn and apply. Engage with people you don't know, for example at lunch or in the hallways. If you find yourself responding with a rapid "no" or "yes," take time to reflect if there are deeper reasons. Slowing down to evaluate all evidence contributes to a more inclusive environment.

DEVELOP "ALSO/AND" THINKING

rather than an "either/or" approach. The latter is a black and white binary way of looking at situations rather than seeing the areas of grey.

SHOW EMPATHY

Putting yourself in other people's shoes goes a long way to fostering a culture of inclusion. Understanding that we can all have different experiences of the same workplace situation is a good starting point.

SELF-ADVOCATE

Research from Amy Edmundson of Harvard Business School, suggests that 75% of employees witness something that damages business success, but they fail to step up and speak up. It's important to foster a culture where people feel comfortable to raise issues of concern without fear of judgement and reprisals. Colleagues or direct reports who feel safe, valued and protected are more likely to feel a greater sense of belonging. Develop constructive communication strategies. Contribute to a bias-conscious culture by developing respectful ways to pinpoint and discuss any observed biases with peers and colleagues. Make it OK to call out bias.

Choose your language carefully:

Point it out. State your observation.
"It seems that..."

Check it out. Validate your understanding.
"I wonder..."

Work it out. Find a solution.
"Would you be willing to... Could we...?" [24]

Key takeaway:

It is in everyone's interests to move towards a bias conscious and inclusive culture, and everyone has a role to play.

BECOME AN UPSTANDER

Support colleagues who you might feel are being unfairly treated or a target of sexism. You have three options to become an upstander and stage a bystander intervention:

Raise it at the time but always focus on why YOU are uncomfortable rather than the person who is the target.

"I feel uncomfortable when you interrupt Susan when she is speaking."

Avoid saying

"Don't keep interrupting Susan when she is speaking."

This makes Susan a target twice.

Raise it later using the same strategy.

Team up with someone else or other people to support each other.

Use the "amplification strategy" employed by female staffers in the Obama Administration in meetings. When a woman made a key point, other women would repeat it, giving credit to its author. This forced the men in the room to recognise the contribution — and denied them the chance to claim the idea as their own. So these women banded together (Shine theory) and came up with a system to make sure their voices were heard.[25]

BE AN ALLY

Openly state your support of inclusion initiatives and act. Offer support to colleagues during meetings and brainstorming sessions. Sponsor, mentor and encourage a diverse range of reports and colleagues for high-visibility roles, stretch assignments or skill development. If you see someone in difficulty, stage a bystander intervention as described above.

If every person in your organisation made one change to manage and understand their biases, this would have a profound impact on our culture and workplace. We would then all become role models. Accepting that our organisations will never be bias free is vital. Yet, equally important, is becoming more aware of our unconscious bias and making systemic changes for better decision-making and business outcomes.

Above all, it is about creating a culture where individuals feel free to speak up and share their views or concerns, without fear of repercussion or judgement either personally or to their careers.

KEY STEPS FOR AN INCLUSIVE CULTURE

It is our choices that show what we truly are, far more than our abilities.

JK ROWLING
AUTHOR

BEST PRACTICES

Here is a checklist of some very common workplace behaviours that take place in all organisations. Take our quiz and check out the best practices and behaviours in your own organisation. Ask your colleagues and direct reports for feedback on potential non-inclusive behaviours they might see or do themselves. Very often it is the small inconsequential things that can be the most excluding.

Start here...

There is a stated leadership commitment to inclusive practices.

☐ YES ☐ NO

We have access to our organisation's leadership and can have meaningful discussions on issues of importance.

☐ YES ☐ NO

Our policy is to treat people the same regardless of gender, ethnicity, age, physical ability, personality types, learning styles, education, socio-economic backgrounds, sexual orientation, religious and political beliefs.

☐ YES ☐ NO

We have a zero-tolerance policy towards bullying, teasing or harassment based on differences in gender, ethnicity, age, physical ability, personality types, learning styles, education, socio-economic backgrounds, sexual orientation, religious and political beliefs.

☐ YES ☐ NO

We have safe reporting systems which are used where no one fears reprisals.

☐ YES ☐ NO

Name calling, shouting, verbal abuse and insulting others are outlawed. There are penalties for not following this policy.

☐ YES ☐ NO

We have a transparent compensation structure.

☐ YES ☐ NO

Career progression and promotion opportunities are discussed frequently and based on competence.

☐ YES ☐ NO

Feedback is always consistent and constructive with special attention paid to bias.

☐ YES ☐ NO

We schedule meetings in core hours to respect the time and commitments of colleagues who are parents or those with responsibilities as carers.

☐ YES ☐ NO

We run inclusive meetings where everyone is given the opportunity to speak without fear of judgement.

☐ YES ☐ NO

We are always mindful of holding personnel recognition events with inclusive themes that will not negatively impact a specific demographic. e.g. rock climbing could impact older workers, pregnant women or the physically less able.
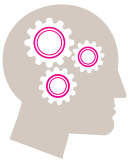
☐ YES ☐ NO

There is a strong bystander culture in our organisation. Everyone knows how to intervene and act as upstander to defuse a situation. Contentious issues are not allowed to deteriorate and infect the group dynamic.

☐ YES ☐ NO

Everyone knows how to self-advocate constructively.

☐ YES ☐ NO

BEHAVIOURS

COMMUNICATION

We always shine a light on our own communication style and behaviours.

☐ YES ☐ NO

We never blame others for difficulties and always take personal responsibility.

☐ YES ☐ NO

We are always mindful of our non-verbal communication and are present with the person with whom we are speaking.

☐ YES ☐ NO

We are never distracted or convey to someone that our attention is elsewhere.

☐ YES ☐ NO

We have an open-door, transparent, collaborative approach to dealing with colleagues and direct reports. Nothing goes on behind closed doors.

☐ YES ☐ NO

We never use an aggressive, patronising, condescending or sneering tone of voice.

☐ YES ☐ NO

We practise attentive or deep listening. We give people the space to talk without interrupting or talking over them.

☐ YES ☐ NO

No one ever use the "cc all" button to publicly humiliate or shame someone.

☐ YES ☐ NO

We never multi-task when talking to someone, especially looking at a device.

☐ YES ☐ NO

We leave our phones in our pocket even when walking the corridors.

☐ YES ☐ NO

Phones are not allowed in meetings now, as research says they diminish efficiency.

☐ YES ☐ NO

We have an egalitarian culture. There is no focus on symbols of personal authority such as a big corner office or a luxury car.

☐ YES ☐ NO

Colleagues are never played off against each other for stretch assignments or results and uncertainty would not be used to manipulate, test or power play.

☐ YES ☐ NO

INCLUSIVE INTERACTION

We always check facts instead of making assumptions. It is our policy to always ask open ended questions to get behind the presenting issue.

☐ YES ☐ NO

We never make accusations. For example "You are always late. You are lazy and not interested in this job." would be replaced by "You seem to be struggling with time keeping. What's going on with you?"

☐ YES ☐ NO

We are scrupulously fair and never play favourites.

☐ YES ☐ NO

We understand that consistency is very important to an inclusive workplace.

☐ YES ☐ NO

No one ever takes credit for other people's ideas.

☐ YES ☐ NO

Everyone is expected to follow basic inclusive etiquette – saying please or thank you and even saying good morning. We know these small things make a difference.

☐ YES ☐ NO

No one makes jokes or remarks related to difference, whether this is race, religion, gender, size, age or country of origin. This would never be dismissed as "banter" and "harmless fun" or suggestions made that the listener lacks a sense of humour.

☐ YES ☐ NO

Everyone is given autonomy to manage their own workload and is trusted to meet deadlines. These are always reached in a collaborating fashion to reach mutual agreement rather than imposed. Micro-management is not part of our culture.

☐ YES ☐ NO

We always deal with issues via constructive communication, and never via gossiping behind closed doors or around the water cooler.

☐ YES ☐ NO

Withholding information that would help a person be successful is not part of the way we work. We do not cut anyone out of email chains or meetings. A lack of transparency can be a power play to create insecurity and enable manipulation.

☐ YES ☐ NO

We know that being open ourselves and sharing information makes the workplace more human. We would never deliberately or knowingly exclude anyone.

☐ YES ☐ NO

Our culture is to always give recognition. Criticising more than we praise is not the way we work. Burn-out is unheard of in our organisation.

☐ YES ☐ NO

We are always inclusive in a multi-cultural setting and speak the language that all understand.

☐ YES ☐ NO

If we have an issue with someone, we would always discuss this privately and not in front of a group.

☐ YES ☐ NO

HOW DID YOU DO?

MAINLY YES: CONGRATULATIONS!

YES

Now is the perfect time to extend your best practices and to build a communication strategy that shines a light on your inclusive culture so that you make it a competitive advantage in terms of talent attraction and brand reputation to your customers.

Take part to the **JUMP Award** that rewards each year the CEO Ambassador for equality. **JUMP** can also help you to create external communication tools and to organise your events.

MAINLY NO: WORK TO BE DONE!

NO

Don't waste any more time and contact **JUMP** immediately to organise an awareness session on the power of inclusion to your top leadership team. Begin your journey towards better inclusion with an Audit of your organisation's culture. The analysis of the results is completed by recommendations for an action plan to achieve better diversity and inclusion.

JUMP RESOURCES

JUMP free handbook for managers against sexism at work (2019):

"Libérez votre entreprise du sexisme."

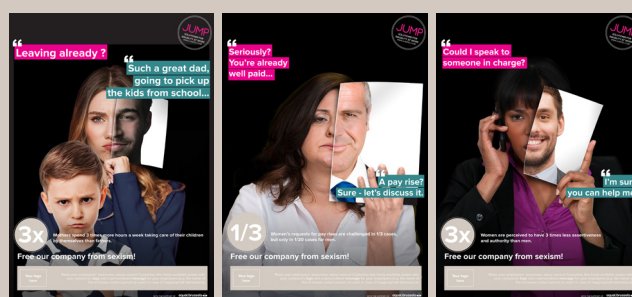"Bevrijd uw onderneming van seksisme."

"Free Your company from sexism."

www.jump.eu.com/resources/sexism

JUMP online platform on sexism
www.stopausexisme.eu

JUMP

SOLUTIONS FOR EQUALITY AT WORK

JUMP free poster campaign to increase awareness on sexism in your organisation

www.jump.eu.com/resources/sexism

JUMP offers multiple solutions for organisations looking to build inclusive workplace cultures.
To name just a few:

CONSULTING

Perform an inclusive culture audit of your organisation to assess where you stand

CONFERENCE

Organise a keynote on « The Power of Inclusion » to raise awareness and inspire your leaders

COMMUNICATION

Create your own booklet for inclusion to be distributed to every manager

TRAINING

Organise workshops to engage your teams
For example:

« Leading by example to foster the culture of inclusion to achieve better performance and well-being at work »

« How to build a bias conscious culture, a safe, trusted and inclusive environment »

LEARN MORE WITH THESE USEFUL RESOURCES

(1) "Why Diversity and Inclusion has become a Business Priority", includes Deloitte High Impact Talent Management, 2015, https://joshbersin.com/2015/12/why-diversity-and-inclusion-will-be-a-top-priority-for-2016/

(2) MarketWatch, 10 reasons gender diversity can make you money (and you don't need to be a feminist to profit), 2018 https://www.marketwatch.com/story/10-reasons-gender-diversity-can-make-you-money-and-you-dont-need-to-be-a-feminist-to-profit-2018-11-07

(3) Harvard Business Review, Why gender balance can't wait, 2016 https://hbr.org/2016/03/why-gender-balance-cant-wait

(4) EIGE, Benefits of Gender Equality in the European Union https://eige.europa.eu/gender-mainstreaming/policy-areas/economic-and-financial-affairs/economic-benefits-gender-equality

(5) "Why Diversity and Inclusion Matter," Catalyst, https://www.catalyst.org/research/why-diversity-and-inclusion-matter/ "Why Diversity Matters", McKinsey, https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters

(6) Unleashing the power of Inclusion, Deloitte University, The Leadership Center for Inclusion, 2017, https://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-about-deloitte-unleashing-power-of-inclusion.pdf

(7) "Absence from Work," EurWork, https://www.eurofound.europa.eu/observatories/eurwork/comparative-information/absence-from-work

(8) Gallup, Why your best millennials will leave and how to keep them, https://www.gallup.com/workplace/236255/why-best-millennials-leave-keep.aspx
LinkedIn, New LinkedIn Research Reveals Employees Don't Care About Cool Office Perks—Here's What Really Matters, https://business.linkedin.com/talent-solutions/blog/trends-and-research/2018/linkedin-research-perks-benefits-employees-care-about

(9) Harvard Business Review, 2009, The Female Economy https://hbr.org/2009/09/the-female-economy
Boston Consulting Group, Women want more, https://www.bcg.com/documents/file22016.pdf

(10) "Deloitte Human Capital Trends Survey," 2017, https://www2.deloitte.com/content/dam/Deloitte/be/Documents/human-capital/2017-Deloitte-Global-Human-Capital-Trends_web.pdf

(11) Cloverpop, "Hacking Diversity with Inclusive Decision-Making" https://www.cloverpop.com/hacking-diversity-with-inclusive-decision-making-white-paper

(12) Unconscious Bias Test, Harvard Implicit, https://implicit.harvard.edu/implicit/

(13) Wachter-Boettcher, Sara, Technically Wrong: Sexist apps, Biased Algorithms and other threats of Toxic Tech, http://www.sarawb.com/technically-wrong/

(14) List of cognitive biases, https://en.wikipedia.org/wiki/List_of_cognitive_biases

(15) Bohnet, Iris, What Works: Gender Equality by Design, Harvard University Press, http://www.hup.harvard.edu/catalog.php?isbn=9780674089037

(16) Proudman, Bill, Insiders vs. outsiders, presentation at JUMP Forum Brussels, March 2019, http://jump.eu.com/forum-trainers/bill-proudman/

(17) Deloitte, Human Capital Trends 2014, From Diversity to Inclusion https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2014/hc-trends-2014-diversity-to-inclusion.html
Kenji Yoshino, The cost of conformity, https://www.law.nyu.edu/news/kenji-yoshino-explores-the-cost-of-conformity-at-work

(18) Google, 5 Keys to a successful Google Team, 2015, https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/

(19) Words we use to describe male and female leaders, Harvard Business Review, 2018, https://hbr.org/2018/05/the-different-words-we-use-to-describe-male-and-female-leaders

(20) JUMP study "Where do we stand on sexism?" 2016 and JUMP free handbook for managers against sexism at work, 2019: "Libérez votre entreprise du sexisme." / "Bevrijd uw onderneming van seksisme." / "Free your company from sexism.", www.jump.eu.com/ressources/sexism

(21) "Inclusion Pulse 2017," Deloitte, 2017, https://www2.deloitte.com/us/en/pages/about-deloitte/articles/press-releases/inclusion-survey.html

(22) Bias interrupters: Toolkit for individuals and organisations for Performance Evaluations, Hiring & Recruiting, Assignments, Compensation, http://biasinterrupters.org/toolkits/
Free gender decoder for Job Ads (English) http://gender-decoder.katmatfield.com/
Textio: job listing analyser (English) https://textio.com/

(23) ELaN Languages, the unbias button https://www.jwt.com/en/work/the-unbias-button

(24) Amy Edmondson: Why Psychological Safety Breeds Exceptionally High Performing Teams https://podcasts.apple.com/us/podcast/amy-edmondson-why-psychological-safety-breeds-exceptionally/id1365633369?i=1000431400656

(25) The Shine and amplification theory: The amazing tool that women in the White House used to fight gender bias, Vox, 2016, https://www.vox.com/2016/9/14/12914370/white-house-obama-women-gender-bias-amplification

ADDITIONAL RESOURCES

"Charting the Course Getting Women to the Top", Bain and Company, https://www.bain.com/insights/charting-the-course-women-on-the-top/

"When Women Thrive", Mercer, https://www.mercer.com/our-thinking/when-women-thrive-2016-report.html

"Why Diverse teams are smarter", Harvard Business Review, 2016, https://hbr.org/2016/11/why-diverse-teams-are-smarter

"Everyday Bias", Cook Ross, http://cookross.com/docs/everyday_bias.pdf

"Inclusion starts with I", Accenture video, https://youtu.be/2g88Ju6nkcg

 "Using talent management to support inclusion", Catalyst, http://www.catalyst.org/system/files/using_talent_management_to_support_inclusion_a_how_to_guide_for_organisations.pdf

"Banaji, Mahzarin and Greenwald, Anthony, Blindspot: The Hidden Biases of Good People" http://blindspot.fas.harvard.edu/

 "Why Inclusive Work Cultures Matter—And How Your Organization Can Create Them", Catalyst, https://www.catalyst.org/2015/07/07/why-inclusive-work-cultures-matter-and-how-your-organization-can-create-them/

«Achieving Results: Diversity & Inclusion Actions With Impact», Lisa Kepinski &Veronika Hucke, https://d.newsweek.com/en/file/459600/newsweek-vantage-diversity-inclusion.pdf

BOOKS

"Inclusion Nudges Guidebook: Practical Techniques for Changing Behaviour, Culture & Systems to Mitigate Unconscious Bias and Create Inclusive Organisations", Tinna C. Nielsen & Lisa Kepinski, http://inclusion-nudges.org/#learn

"Blink: The Power of Thinking Without Thinking, Excerpt on Why do we still love tall men?", Malcom Gladwell, https://www.gladwellbooks.com/titles/malcolm-gladwell/blink/9780316172325/

"Succeed as an inclusive leader: Winning leadership habits in a diverse world", Thais Compoint, https://declicinternational.com/book/

"Seven Steps to Leading a Gender-Balanced Business", Avivah-Wittenberg-Cox, https://avivahwittenberg-cox.com/the-author/

"Four days to change", Michael Whelp, https://www.wmfdp.com/four-days-to-change/

"Hommes, femmes, leadership : mode d'emploi", Valérie-Claire Petit & Sarah Saint-Michel, https://www.pearson.fr/fr/book/?GCOI=27440100699150

"Chronique de la discrimination ordinaire", Saïd Hammouche & Vincent Edin, http://www.gallimard.fr/Catalogue/GALLIMARD/Folio/Folio-actuel/Chronique-de-la-discrimination-ordinaire

"Inclusion Around The Clock: Celebrating Diversity & Inclusion With Pluribus", Isabelle Pujol, https://www.pluribus-europe.com/fr/ressources.html#panneaubigaa

"Future Work: Changing organizational culture for the new world of work", Allison Maitland & Peter Thomson, http://www.futureworkbook.com/home

"L'égalité femmes-hommes au travail", Christophe Falcoz, https://www.eyrolles.com/Accueil/Auteur/christophe-falcoz-101885/

JUMP IS A CONTENT PROVIDER

JUMP's societal studies are in-depth researches on norms and trends on gender equality in organisations and in society.

7 SURVEYS
ANALYSE WOMEN, MEN AND CORPORATE PRACTICES ON GENDER EQUALITY

How to Get More Women into leadership Roles?
2018

Pioneering dads reverse traditional roles
2013

Concilier vie professionnelle et suivi scolaire des enfants
2009

Where do we stand on sexism
2016

Do Men Want Equality in the Workplace
2015

Women leaders in the workplace
2012

L'entreprenariat féminin en Belgique
2010

JUMP also provides diversity stakeholders toolboxes on specific dimensions of Gender Equality (pay gap, the business case, mentoring vs sponsorship, ...) and collection of best practices.

16 TOOLBOXES
SELECTION OF USEFUL READINGS ON CRITICAL TOPICS

- Flexible and agile workplaces

- Mentoring & Sponsorship

- Assess your diversity programme and measure your level of inclusion

- Managing gender and generations: the end of "careers" as we know them?

- Inclusive leadership: What does it mean in practice?

4 BEST PRACTICES
SELECTION OF BEST PRACTICES GATHERED WITH DIFFERENT ORGANISATIONS

European-wide best practices on promoting equal access to decision-making positions.

Gender and Career transitions

100 initiatives by social partners and in the workplace (Europe)

Corporate gender equality best practices in Belgium

The survey and booklet were developed by

JUMP

Promoting gender equality, advancing the economy

JUMP is the leading social enterprise working with organisations and individuals to close the gap between women and men at work, achieve sustainable corporate performance and a more equal society.

JUMP stages leading training events in Brussels, Paris and Lyon on gender equality, inclusion and women's career, as well as strategic consulting and training services to businesses all over Europe seeking gender balance.

Visit our website: www.jump.eu.com

in cooperation with

3Plus International

3Plus International offers a portfolio of business services to organisations seeking strengthen the female talent pipeline, to reap the benefits associated with inclusive and gender balance. 3Plus is active on the global market to attract, recruit, retain and promote top female talent and to help women reach their leadership potential as women leaders.

Visit our website: www.3plusinternational.com

Peoplesphere

Peoplesphere is the content network dedicated to people managers in Belux. It targets HR professionals and every manager working with people and dealing with people management issues. It is much more than a magazine. Besides the website and e-newsletter, Peoplesphere organises events (including the HRM Night© electing the HR Manager of the Year©), workshops and learning expeditions to support people managers in their challenging role. It offers inspiration, ideas, solutions and lots more, on a daily basis.

Visit our website: www.peoplesphere.be

JUMP
Promoting gender equality, advancing the economy

WWW.JUMP.EU.COM

WWW.JUMPforMe.EU

JUMP Brussels

+32 (0)2 346 32 00
+32 (0)2 346 38 00

info@jump.eu.com

JUMP Paris

+33 (0)1 80 40 03 06

paris@jump.eu.com

ASHOKA
Everyone A Changemaker™

Our founder Isabella Lenarduzzi is a Ashoka Fellow. Ashoka Fellows are social entrepreneurs who are recognised to have innovative solutions to social problems and the potential to change patterns across society.