



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.

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This guide was originally published in July 2021 and has been updated to reflect the latest insights on survey questions and methodology, and based on cognitive testing from the Financial Services Culture Board (FSCB).

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 to promote 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.

In autumn 2021, we partnered with the [Financial Services Culture Board \(FSCB\)](#) to run a survey to provide insights on inclusion based on this guide. It was the largest survey to focus specifically on inclusion in UK financial services, with responses from 3,016 employees across thirteen members of the Financial Services Culture Board and the Financial Services Skills Commission.

Definitions

While inclusion is possible without diversity, diversity is impossible without inclusion. As one of the benefits of improving inclusion is being able to attract and retain the most diverse talent, it is important to be clear on the definitions 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.

“ One year on from the launch of the Inclusion Measurement Guide, there is greater awareness and understanding of the importance of inclusion measurement throughout insurance and personal finance. As a smaller employer ourselves, the Chartered Insurance Institute learned a lot from contributing to the first iteration, and the updated guide will help firms of all sizes to assess where they are on their inclusion journey. ”

Ian Simons ACII MCIM / Customer Director at Chartered Insurance Institute

Why measure inclusion?

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, improve support, and inclusive systems and processes will see the numerous benefits of an inclusive culture:

- 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

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 provides evidence for the effectiveness of interventions that aim to increase inclusion. 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 perspectives but also builds in questions 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.



“ Only when organisations measure and record data about their people, can they put meaningful actions in place to tackle inequality and make their workplaces truly inclusive. There is no silver bullet to achieving this goal, though the Inclusion Measurement Guide is a good starting point, supporting employers at different stages in their D&I journey. ”

Steve Collinson / Chief People Officer at Zurich UK

Types of data collected

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, somewhat disagree, neither agree nor disagree, somewhat agree and strongly agree.²
- 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 italics throughout the guide are questions designed, tested and used from 2016 by the FSCB in its employee survey on organisational culture. The questions marked with Δ were developed in partnership with the FSCB for the purpose of the 2021 Inclusion Measurement Survey and cognitively tested by the FSCB.

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 information about survey respondents:

Demographic information

- Gender and gender identity
- Ethnicity
- Sexual orientation
- Disability
- Age
- Socio-economic background
- Faith
- Caring responsibility
- Highest level of education

Workplace information

- Seniority (part of leadership team)
- Line management responsibility
- Grade
- Eligibility for promotion
- Tenure and time in grade
- Participation in training
- Recruitment pathway
- Working arrangements (on/off site/hybrid)

“ M&G is proud to support the Financial Services Skills Commission’s work and the publication of its Inclusion Measurement Guide. Knowing how to measure inclusion can be challenging. But, without targeted insights, it’s impossible to truly understand the impact of work designed to enhance a colleague’s experience and an organisation’s culture. This new guide helps outline a common framework that will improve the measurement of inclusion across the financial services sector. ”

Mark McLane / Head of Diversity, Inclusion and Well-being at M&G plc

² 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.

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 promotes an inclusive environment at work Δ

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 how employees react when 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 listened to when I speak up about issues in my organisation Δ

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. Measure one area at a time to get clear results.

Example: I have fair access to progression opportunities in my organisation Δ

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

Δ These questions were developed in partnership with the FSCB for the purpose of the 2021 Inclusion Measurement Survey and cognitively tested by the FSCB.

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 are open to feedback Δ	Example: <i>At my work people seek and respect different opinions when making decisions</i>	Example: I am recognised for promoting an inclusive culture at work Δ

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.

Δ These questions were developed in partnership with the FSCB for the purpose of the 2021 Inclusion Measurement Survey and cognitively tested by the FSCB.

The questions in italics are designed, tested and used from 2016 by the FSCB in its employee survey on organisational culture.

Level 3 - Inclusive Leadership

Level 3 builds on level 2 by addressing the same three 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		% 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		
		<i>I feel comfortable challenging a decision made by my manager</i>	
Dialogue	I feel my personal goals are aligned to the company goals		% of exit interviews/job reviews mentioning inclusivity as issue/strength*
		<i>In my organisation, people are able to use their initiative and judgement in carrying out their work</i>	

Please see example survey in the appendix.

The questions in italics are designed, tested and used from 2016 by the FSCB in its employee survey on organisational culture.

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

Level 3 - Safe and speak up culture

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>I feel that I can be myself at work</i>	(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 able to be honest at work		
Fitting in	At work I am valued for my individual contribution Δ	I am often individually asked for my perspective during meetings	Current training on inclusive working practices at this organisation is sufficient.
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		The number of complaints of inappropriate behaviour raised with HR/reporting system*
		I feel listened to when I speak up about issues in my organisation Δ	
		There is a zero-tolerance policy for bullying, discrimination, and harassment	
	<i>At my work I feel that I am treated with respect</i>	<i>If I raised concerns about the way we work, I would be worried about the negative consequences for me</i>	
		<i>I see people in my organisation turn a blind eye to inappropriate behaviour</i>	
Organisational belonging	At work, I feel like I belong Δ	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.

Δ These questions were developed in partnership with the FSCB for the purpose of the 2021 Inclusion Measurement Survey and cognitively tested by the FSCB.

The questions in italics are designed, tested and used from 2016 by the FSCB in its employee survey on organisational culture.

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

Level 3 - Inclusive systems and processes

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		
Performance, progression, and development	My manager understands how I prefer to work	At the start of projects my manager and I 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 I am given opportunities to develop	The process for allocating work is transparent	% of demographic in total population vs % on high profile projects*
	<i>It is difficult to make career progression in my organisation without flexing my ethical standards</i>	The process for allocating work is fair	% of demographic in total population vs % given top performance rating*
	<i>I worry that the people I interact with at work may draw conclusions about my ability based on stereotypes about my identity or background³</i>	I have fair access to mentoring in my organisation	<i>In my organisation I see instances where unethical behaviour is rewarded</i>
	People recruited to the organisation are representative of society as a whole	I have fair access to sponsorship in my organisation	
Recruitment		I actively try to recruit people with different opinions to me	Public targets for diverse recruitment*
		The external recruitment process is transparent	% of jobs advertised as flexible*
		The external recruitment process is fair	
			% of demographic in applicant pool vs % hired*

Please see example survey in the appendix.

Δ These questions were developed in partnership with the FSCB for the purpose of the 2021 Inclusion Measurement Survey and cognitively tested by the FSCB.

The questions in italics are designed, tested and used from 2016 by the FSCB in its employee survey on organisational culture.

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

³ The FSCB would suggest to treat this as a standalone question rather than as a means to infer conclusion about systems and processes. The FSCB has worked with Dr Aneeta Rattan of London Business School, who helped develop this question in line with academic literature.

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 could leaders do to make your organisation more inclusive? ^Δ

Safe and speak up culture

Example

What would make this organisation safer from inappropriate behaviour?

Inclusive systems and processes

Example

How could company processes be made more inclusive?

Please see example survey in the appendix.

^Δ These questions were developed in partnership with the FSCB for the purpose of the 2021 Inclusion Measurement Survey and cognitively tested by the FSCB.

Appendix

Level 1 example survey

1. My manager promotes an inclusive environment at work

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
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2. I feel listened to when I speak up about issues in my organisation

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
-------------------	----------	----------------------------	-------	----------------

3. I have fair access to progression opportunities in my organisation

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
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Level 2 example survey

1. My manager promotes an inclusive environment at work

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
-------------------	----------	----------------------------	-------	----------------

2. I feel listened to when I speak up about issues in my organisation

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
-------------------	----------	----------------------------	-------	----------------

3. I have fair access to progression 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 are open to feedback

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
-------------------	----------	----------------------------	-------	----------------

5. I am recognised for promoting an inclusive culture at work

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
-------------------	----------	----------------------------	-------	----------------

6. At my work people seek and respect different opinions when making decisions

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 promotes an inclusive environment at work

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

2. I feel listened to when I speak up about issues in my organisation

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

3. I have fair access to progression opportunities in my organisation

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

4. The leaders in my organisation are open to feedback

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

5. I am recognised for promoting an inclusive culture at work

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

6. At my work people seek and respect different opinions when making decisions

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Same as Level 2 example

7. If I raised concerns about the way we work, I would be worried about the negative consequences for me

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

8. At work I am valued for my individual contribution

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

9. At work, I feel like I belong

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

10. I worry that the people I interact with at work may draw conclusions about my ability based on stereotypes about my identity or background

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Speaking up and stereotyping was a particular area of concern. Additional questions about employee perceptions have therefore been added to gather further information.

Level 4 example survey

1. My manager promotes an inclusive environment at work

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

2. I feel listened to when I speak up about issues in my organisation

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

3. I have fair access to progression opportunities in my organisation

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

4. The leaders in my organisation are open to feedback

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

5. I am recognised for promoting an inclusive culture at work

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

6. At my work people seek and respect different opinions when making decisions

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

7. If I raised concerns about the way we work, I would be worried about the negative consequences for me

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

8. At work I am valued for my individual contribution

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

9. At work, I feel like I belong

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

10. I worry that the people I interact with at work may draw conclusions about my ability based on stereotypes about my identity or background

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

Same as Level 3 example

11. What could my manager do to make this team more inclusive?

Type your answer here...

The company included a free text question to get specific insight on inclusive management from employees.



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