



Charlotte Sweeney Associates



Unleashing Powerful Cultures

Inclusion, Diversity and Equality Specialists

Welcome

Diversity and Inclusion (D&I) in the workplace is a no brainer. Likewise, it makes sense in business terms too. Studies show an 80% improvement in business performance among those with high diversity levels. When people feel included and able to reach their full potential, they are more engaged.

Since Charlotte Sweeney Associates (CSA) launched in 2012, we've been busy leading change from the inside in businesses and organisations, both in the UK and across the world.

We've worked in partnership with over 100 companies, we've hosted more than 60 events, forums and seminars, published 20 reports - as well as a bestselling D&I book that has been shortlisted by the Chartered Management Institute (CMI) for the Management Book of the Year.

CSA has also been recognised as one of the Top Ten D&I Consultants by The Global Diversity List and The Daily Telegraph.

Our team of consultants are motivated by practical insider experience, having all worked in D&I within organisations around the world. We are a critical friend to our clients, working collaboratively to challenge and make change happen, supporting them throughout the journey.

From strategic advice to apps, all our solutions have an overriding aim to empower organisations to unleash their inclusive and powerful cultures.

Manifesto

We understand

We understand businesses are under pressure to jump on the D&I bandwagon. But done right, unleashing a powerful culture will enable your employees to thrive, you'll retain and attract the best talent and your business will also perform better financially.

We believe

We believe that your powerful culture is present within your company already. We'll work with you to release this potential and create an inclusive culture where everyone works at their best. Who wouldn't want that?

We love

We love working with companies who are amazing at what they do, but are at an early stage of their D&I journey or late to the party, but are now ready to roll up their sleeves and crack on.

We are

We are a consultancy, led by Charlotte Sweeney OBE, whose consultants share her kick-ass approach. They have all led change from inside organisations, so know how best to support you. Think of us as your team of D&I ninjas.

We eliminate

We eliminate the confusion and complexity around D&I. No hot air. We pride ourselves on being productive, delivering effective, practical programmes globally, which drive sustainable change.

We guarantee

We guarantee incisive support, delivered in a no-nonsense way to drive the very best performance from your teams and cultivate a happier and healthier workforce. No kumbya, no kaftans, we promise.

We dare

We dare you to be disruptive. Step out the box and seek out change to create an outstanding organisational culture your competitors will aspire to and you can be proud of.

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Be an inclusive disruptor, be transparent, open, courageous, bias aware, curious and consistent.

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Charlotte Sweeney, OBE



Charlotte Sweeney, OBE

Charlotte Sweeney OBE, has specialised in D&I for over 20 years. Inspired by her global corporate career in the Financial Services sector, she launched Charlotte Sweeney Associates in 2012.

She is a trail blazer in her field and thrives on empowering business leaders and organisations to create inclusive workplaces. *The Sweeney Report* was produced at the request of Sir Vince Cable and Lord Davies, examining the voluntary code of conduct for executive search firms. She also created the City of London's Diversity Programme, *The Power of Diversity* on behalf of the then Lord Mayor of London Dame Fiona Woolf and was previously the Vice-Chair of the Department of Business, Energy and Industrial Strategy Diversity & Inclusion Advisory Panel.

Charlotte has won many awards for her dedication to diversity. From Harvard, for her work in the D&I field to the International Alliance for Women for advancing the economic empowerment of women. She is listed in the Northern Power Women Top 50 Power Women, included by The Economist as one of

the Top 50 Diversity professionals in the world and is recognised as one of the Top Ten D&I Consultants by The Global Diversity List. In the 2017 New Year's Honours, she was awarded an OBE for services to Women and Equalities.

Charlotte is co-author of the best-selling book *Inclusive Leadership*, published by Pearson/The Financial Times, which has been shortlisted for the Chartered Management Institute (CMI) Management Book of the Year. She also writes regularly for professional publications including Hays, Virgin and CSR. As well as delivering keynote speeches and chairing conferences internationally, she is an expert contributor for BBC Radio, TV and the national press.

Consultancy



Your team of D&I ninjas

CSA is an inclusion, diversity and equality consultancy, dedicated to getting things done. Less talk, more action. From data analysis and D&I strategy to coaching teams and business leaders, our purpose is to enable practical and sustainable solutions that improve the effectiveness of employees.

We work with a range of clients from global corporates to government departments to help design, develop and implement inclusion and diversity solutions. Through change management and continuous improvement practices, we guide clients

through a strategic process with a critical focus on measuring impact. Our approach is positive, proactive and creative.

We work collaboratively with companies to drive real culture change and embed diversity and inclusion throughout their organisation. All our consultants have worked within organisations so know the challenges they face. Their insider knowledge is key to our success and reputation as the kick ass D&I consultancy!

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Charlotte Sweeney undertook a forensic analysis of data available across the whole employment lifecycle to draw out the key messages across the Inclusion and Diversity agenda. She was able to draw upon her wealth of experience in this arena to identify patterns, make connections and provide real insights for the business.

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First 100 Days



Roll up your sleeves and crack on

We understand the expectation that is placed on professionals to get up to speed and deliver quickly in a new role and it's no different for inclusion and diversity. Whether you're in the D&I hot seat leading the strategy or have a role as a champion, ambassador or resource group chair, the first 100 days are critical to your success.

Our First 100 Days programmes are specifically designed for each of the above key roles. Delivered as a combination of four coaching sessions, strategy and planning overviews, videos, podcasts and email

reminders, each week we work with you to break down the critical elements you will need to focus on and deliver over the first 100 days in your role.

After the 100 days, we also give you the opportunity to discuss further development requirements to continue to be successful in the role. You will become part of the First 100 Days Alumni, with the option to attend accelerated insight sessions with your peers across many sectors as well as accessing valuable content via the Creating Inclusive Cultures app.

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I started as the Head of D&I with a passion for equality but no real understanding as to how to make an impact. With the support of Charlotte and her team I was able to map out what I needed to achieve as well as how I needed to develop my own skills and behaviours. Without that expert support from the start I wouldn't have gained the support I needed internally.

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Coaching

Incisive support, delivered in a no-nonsense way

We provide one-to-one coaching and support for anyone driving and influencing the inclusion and diversity agenda within their organisation. Each programme of coaching is tailored specifically to individual requirements. Examples include:

Executive and Senior Leaders

Coaching for senior managers and business leaders who may be looking to improve their performance, impact and influence change. Appropriate for professionals who want to be authentic leaders, working in changing and complex environments and require insights and support in embedding inclusion and diversity into their strategic priorities, their daily activities and to hone their own inclusive leadership style.

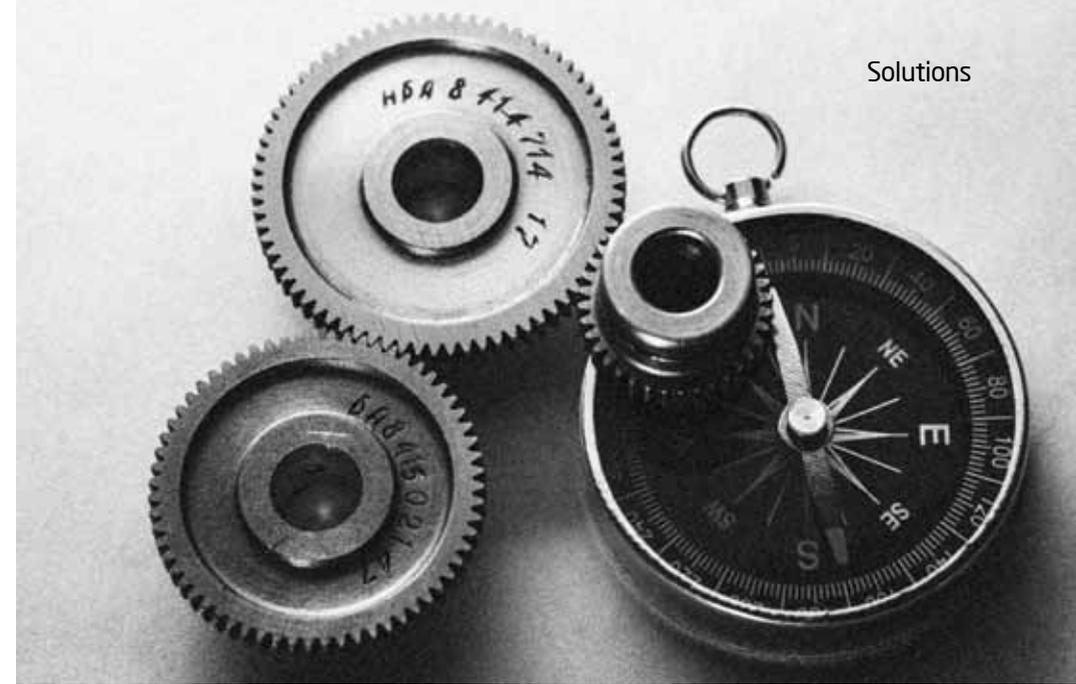
Human Resources (HR) Professionals

Coaching with an inclusion and diversity expert who has led significant change programmes in global organisations. This coaching will support HR Practitioners at all levels in the organisation and all HR specialisms, embed change strategies including D&I and employee engagement into their day to day work. This is designed to assist internal HR professionals in creating policies, practices and processes that are focused, future proofed and deliver in a sustainable way.

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Charlotte supported me in preparing for a diversity project in Asia. Charlotte's insights and knowledge was invaluable to us and Charlotte was a key member of the team in delivering this.

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D&I Professionals

Coaching designed to support internal practitioners to create the right strategies for their companies and deliver effective D&I solutions. Our coaches have all led successful change programmes within organisations so understand how best to assist you to do the same. This coaching can be tailored to cover change strategies including diversity, inclusion and employee engagement.

D&I Champions and Ambassadors

Coaching with an inclusion and diversity expert for business leaders who are looking to champion diversity in their organisation. Aimed at those aspiring to improve their inclusive leadership, increase their effectiveness in building inclusion and diversity into their own internal and external communications and embed into the areas where they have influence.

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As an Executive member in a global Financial Services firm, it is very rare to meet someone that will tell you as it is! Charlotte has an impressive laser focus ability to pick out actions and behaviours that stop leaders being as inclusive as they can be. Her support to fine tune my behaviours and enhance my ability to embed D&I into what I do is the single action that has had the biggest impact.

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HR Programme



Enabling HR to embed D&I

Human Resources is a critical stakeholder in ensuring all people, practices and processes reflect their organisation's diversity and inclusion aspirations. Realistically, we recognise that HR departments may not have the time or tools to evaluate all components of the employee life cycle and to review key processes.

Our programme has been developed to specifically support the needs of HR and has been piloted with Human Resources teams across the world. Comprising of an initial workshop and multiple webinars, it covers all areas of the employee life cycle: from attracting talent, onboarding, promotions, exiting the organisation – and everything else in between.



The webinars were insightful and well thought out. I especially liked that Charlotte would consistently open the floor up to questions so that anything that we didn't understand could be raised. They really challenged our thinking as to how we could do things differently.



The programme is an impactful way for HR teams to think differently about how they deliver people processes and aims to embed D&I throughout the organisation.

To support the programme, we also deliver sessions for managers and leaders who are involved in people, practices and processes. Designed to bring the ambition of an inclusive process into a reality, sessions are tailored to the policies and culture of the company and include themes such as bias in decision making, inclusive behavioural traits and the quick reminders we all require to be truly inclusive.

Accelerated Insights



Enabling your employees to thrive

Our Accelerated Insights sessions are a tried and tested formula of looking at D&I challenges in a different way. With different perspectives we can create a different outcome, literally role modelling diversity and inclusion!

Bringing expert views together with people from across your organisation, from all levels and backgrounds, we take an alternative viewpoint on your challenges - whatever they may be.

Recent Accelerated Insights sessions have included issues such as attracting and retaining ethnic minority talent, raising the profile of mental health and effective strategies to increase engagement on D&I.

These sessions will ensure that you're tapping into the views and perspectives of your colleagues and those who are part of the organisation, to create effective, tailored solutions.



The accelerated insights sessions have been inspiring. It is great to see people from across the company sharing their own views into what we need to do to create a better workplace. The rigour they take you through is great and the outcomes are impressive.



Creating Inclusive Cultures



Collaborate, innovate, create change

Creating Inclusive Cultures is the forum for businesses who want to create thriving workplaces for all, working together and learning from each other. The forums focus on key issues, city by city, ensuring that regional insights and knowledge are part of the solution.

The forums provide advisory boards where the direction for each city is developed. Via city leaders' forums and innovation hubs, issues are tackled, and regional events raise awareness and connectivity across each city. It's a collaboration of companies and employers that see the benefits of diversity and inclusion and are committed to action.

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We are confident that CIC will play a key role in enabling organisations to realise the many benefits of having a truly diverse workforce. We are delighted to have the opportunity to bring our expertise to this programme and actively share its recommendations with our many clients in the different regions.

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Recent programmes include the Junior Board which launched in collaboration with the CIC business partners who supported this significant social mobility project. Several employers in Leeds worked alongside local schools in sessions designed to give young people from diverse backgrounds direct experience with senior leaders within high profile organisations.

CIC is a formal partner of the Northern Powerhouse Programme. To date, forums have successfully launched in Leeds, Manchester, Birmingham and Liverpool with plans to launch in more UK cities to continue to create more inclusive cultures.

www.creatinginclusivecultures.com

Creating Inclusive Cultures App



Solutions at your fingertips

As technology advances we endeavour to offer our solutions via new platforms. The CIC app delivers a suite of useful resources to enable individuals and organisations to engage hands-on with their D&I strategy.

The app includes: podcasts, webinars, company insights, research, infographics and video advice from D&I experts from around the world. Continually updated, the content is designed to encourage constructive D&I practices on an everyday basis.

The first of its kind, this is a valuable addition to any company's awareness and communications strategy. As well as the existing content, there is the opportunity to customise content to secure sections of the app, so only your employees will see this. Whether it's in-house training clips, access to internal communications or push notifications to remind people to reply to an employee survey, the options of how this can enhance engagement are limitless.

The app is available on IOS and Android.

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We relaunched our D&I focus and initiatives in the summer, aided by the use of the CIC app. In addition to the resources already available, we added videos, photographs and further content so that all our employees could feel part of it. The CIC app is a great addition to be able to give our employees to aid their engagement.

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Inclusive Behavioural Framework



Getting the best from your teams

The Behavioural Framework is an innovative leadership tool for business leaders and managers that will transform the quality of leadership within an organisation. It does this by facilitating effective, relevant and timely reviews with employees, leading to positive change and development.

The framework is easily accessible and is a bespoke behavioural matrix that is designed specifically for the organisation and embeds inclusive behaviours throughout. It improves self-awareness and

knowledge of others, encouraging a more flexible and dynamic leadership style. As well as a useful recruitment framework, it is a valuable developmental tool that provides clarity for organisations and encourages leaders to step up and take responsibility for their own inclusive behaviours and to instil that within their teams.



The use of this framework has significantly impacted the level and quality of leadership, right across our organisation. It is also extremely easy to use, and we would unhesitatingly recommend it to others.



Global Diversity and Inclusion Benchmark



Quality control

Created by global experts, the GDIB has been designed to guide organisations to focus on the critical elements which create a more diverse and inclusive workplace. Working through 14 different categories, it ensures that companies understand their current position, the actions they need to take and the levers they can use to create change.

Although there are many benchmarks to help companies get on the right path, the GDIB is the only one that takes cultural differences into account.

Embedded as part of your wider measurement strategy, it delivers an effective overview of progress and areas for further focus for your ongoing D&I activity.

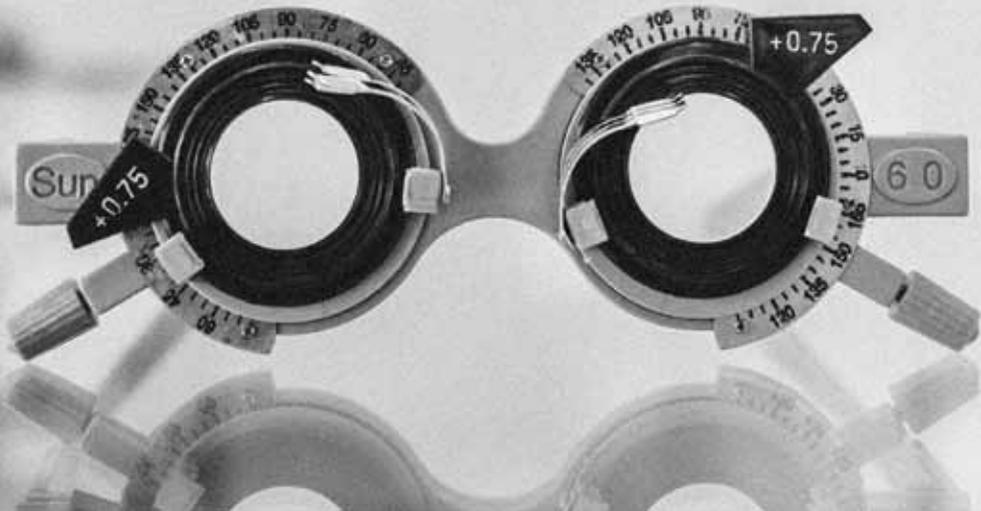
CSA is a certified partner of The Global Diversity and Inclusion Benchmark.



Using the Global Diversity and Inclusion Benchmark has given us a clear view of what we need to change in the company – looking at what is right for us rather than what everyone else is doing. Adding the regular review into our measurement plan means we have a robust way of monitoring our progress – something our senior leaders value.



Inclusion Survey



Benchmarking success

InclusionIndex™ is an academically researched diagnostic tool designed to specifically measure inclusion. According to psychometric principles, it accurately measures perceptions of diversity, inclusion and employee engagement across a range of indicators, slicing and dicing the data by ethnicity, age, sexual orientation, disability, gender, religion, seniority and location.

By producing a series of reports across the organisation and for defined demographic groups, it allows organisations to understand the feelings and experiences of diverse groups of employees.

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The InclusionIndex™ enabled us to really understand what the inclusion issues really were within the organisation – no more second guessing or relying on focus group discussions. The results of the Index ensured we were focusing on the right issues as well as effectively measuring our progress.

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This process can identify any vulnerable or excluded groups, as well as highlight areas of good practice. Scores can also be used to benchmark levels of inclusion, against other industry players, or against companies from different market sectors globally.

This level of rigor sets InclusionIndex™ apart from standard employee opinion surveys. It has been deployed across more than 50,000 users in the UK, European, North American and Southern African markets and across both private sector and government organisations.

CSA is a certified partner of InclusionIndex™.

Globesmart Profile



Delivering insights through data

The GlobeSmart Profile is an online cultural inventory that enables individuals to discover and compare their own work-styles across five dimensions of culture and get advice on how to work more effectively with other countries, colleagues and teams.

Using data from industry-leading cross-cultural researchers and Aperian Global associates around the world, it delivers dynamically generated advice on how to be most effective when working with selected styles of culture or colleagues. Users can also gain a better understanding of their own unique team dynamics by reviewing their team profile, based on an average of the profiles of all team members.

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We used Globesmart across our business and it has significantly increased the level of employee interaction and cultural understanding across our 27 countries. Used in advance of both global employee and client meetings, it really makes people think about cultural difference and the impact that has on every conversation.

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These accurate insights provide concrete strategies proven to address potential conflicts and pave the way for increased business success.

The GlobeSmart Profile is available in 13 languages and over a million people regularly use the resource to support their global business interactions. This is a must for any organisation that works across many cultures and countries.

CSA is a certified partner of Globesmart.

GLOBESMART

Keynote Speeches and Workshops



Kick-ass keynotes

Charlotte is an award winning global speaker and a fellow of the Professional Speaking Association. She delivers engaging and interactive keynote and facilitates wider discussions, as well as chairing conferences and panel discussions.

Combining latest business thinking with her diversity and inclusion expertise, she delivers keynotes that draw from her business and personal experiences. Her sought after speeches are punchy, pragmatic and powerful!

All speeches are tailored for each client's requirements. Speeches include:

'A Spoon in a Drawer Full of Knives' – how embracing difference and increasing inclusion can have a positive impact on innovation and collaboration within organisations.



The honesty and passion this diversity and inclusion expert brings to her talks is simply outstanding.



Inclusive Leadership



The Delia Smith recipe for diversity and inclusion!

Inclusive Leadership - the definitive guide to developing and executing an impactful diversity and inclusion strategy – locally and globally, aims to guide organisations to achieve the change they are striving for in a straightforward, no nonsense style.

Looking at all aspects of business, it works through the whole employee life cycle and considers how to achieve a diverse supply chain. It introduces the STAR framework that any sized organisation can use, to help think about where they are on their D&I journey

and where they want to be. Using examples of leading thinking and good practices from around the world, this is the first book on diversity and inclusive leadership that offers tried and tested approaches to achieving sustainable change.

Inclusive Leadership has been shortlisted for the Chartered Management Institute (CMI) Management Book of the Year prize and is in the top selling Amazon HR Management books.

www.diversityandinclusiveleadership.com



Finally, a book that can guide both the experienced and inexperienced leaders to implementing diversity and inclusion in their organisations. Moving from 'initiatives' to 'business change' is a challenge for many – Charlotte and Fleur seamlessly walk you through how to do this, sharing examples from their vast experience. A must read for any leader who is serious about attracting the best and getting the best from their people.





Charlotte Sweeney Associates

Get In Touch

If you'd like to learn more about how your organisation can create powerful, diverse and inclusive workplaces, we'd be delighted to discuss how we can support you.

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If you require this brochure in an alternative format please contact us.