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Charlotte Sweeney Associates®

Certified



Corporation

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About us: Why Charlotte Sweeney Associates...

Charlotte Sweeney Associates (CSA) is an award-winning global leadership and culture consultancy. We are dedicated to delivering inclusive disruption and human-centred leadership against a backdrop of digital and cultural transformation. We are known for ‘our amazing record of impact with clients, changing the way organisations think and a laser-focus on delivering results’.



Our Purpose:

From data analysis and strategy development, to advising boards and business leaders, and coaching senior teams, our purpose is to deliver practical and sustainable solutions that improve the effectiveness of the organisation, the leaders and employees.

We support our clients to build and deliver work cultures that **enable everyone to perform at their best** whilst navigating current and future complexities.

We create lasting impact, drawing on our deep expertise in **inclusive leadership, organisational change, equity and fairness**.

We’ve worked in **partnership** with hundreds of companies and delivered thousands of hours of consultancy, leadership, and learning and development around the world covering the majority of sectors, including, **Fast-Moving Consumer Goods (FMCG), Luxury Brands and Hospitality, Financial Services, FinTech, Manufacturing, Healthcare, Consultancies and Professional Services**, to name a few.

As a result, we continue to support millions of employees globally by creating workplace cultures where they can deliver their best work.



Our Approach:

We support organisations with delivering inclusive, high performing cultures and teams through honest partnership. By working with us, you will benefit from our expert leadership, knowledge and ‘support and challenge’. We offer tailored **consultancy and advisory** services, and **inclusive development** solutions aligned to your culture, maturity and business needs.



Our Position

We get to the heart of the issue through the lens of your people and culture. Whether you have a clear vision of your future state or are still defining this, we will work with you to identify **what good looks like** and how to achieve this with measurable impact.

Memberships and Accreditations

Living Wage Employer

Accredited by the Living Wage Foundation, we proudly certify our status as a Living Wage Employer. By voluntarily committing to pay the real Living Wage, we actively prioritise providing our employees with a wage that enables them to maintain a sustainable standard of living.



B-Corporation

We are a B-Corporation Certified company. This certification reflects our commitment to social and environmental responsibility, as well as our adherence to high standards of performance, transparency, and accountability. (Click on the logo to learn more.)



Award-winning and accredited service

We are regularly recognised for our expertise and proven impact with clients. Charlotte Sweeney OBE won the **Inclusion Award at the 2025 Management Consultancy Association (MCA) Awards** and was **finalist for The Times Management Consultant of the Year 2025**. Our team also includes global consultants with Chartered Management Status.




Memberships: MCA and Anthropy

Our memberships reflect our dedication to upholding the highest standards in ethical conduct, client service and value, professional growth, and thought leadership. (Click on each logo to see more.)



ABOUT US: A GLOBAL NETWORK OF EXPERTS AND FACILITATORS IN LEADERSHIP, CULTURE CHANGE AND DIVERSITY, EQUITY AND INCLUSION (DE&I)



 with **50+ consultants** around the world, our network ensures we can deliver in many languages across the globe

What have clients said about us?

“Exactly what we were hoping for...so glad we found you”

- Client on a strategy development project

“The collaboration with CSA has exceeded my expectations. What I particularly liked about their approach is that it was evidence-led. The listening sessions with leaders and employees were key to understand our current state and what our focus should be to progress DE&I.” - Client on a data-driven strategy project

“The expert support and knowledge provided for the project has been so valuable to us that we are now seeing results of this work in the development and mobilisation of the new event plans.”

- Client on an equality impact assessment project for a tender exercise

“CSA has been a valuable partner in our DEI journey. Not only is the team knowledgeable and data driven with insights, they also are creative and offer wonderful suggestions and support in bringing key themes and activations to life. Thank you so much for your leadership!!”

- Client on an Inclusive Development programme for their DEI Champions



I loved your no-nonsense approach and willingness to challenge the current norms of practice.

- Feedback from HR speaking session



Currently our **Net Promoter Score is:**

95%



“Fantastic content and it really stimulated the discussion. We could have gone on and on. I saw at the end of the chat that someone had already ordered [Charlotte Sweeney’s] book during the session.” - Client feedback on board session

Some of our Clients: We support our clients to create outstanding, equitable work cultures. We are in service of creating lasting impact with leadership and culture work that works, underpinned by Diversity, Equity and Inclusion (DE&I) principles.



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FINASTRA



Partnering with us...

We leverage our **global expertise and insights** to enable you to drive inclusive leadership and culture change in your organisation. The following page provides an overview of our core areas of focus and expertise across the organisational ecosystem. We provide further detail on specific examples of how we can support you and bring these examples to life on pages 10 - 20.

These examples shared are by no means exhaustive - we partner with organisations like yours every day to create solutions that are **individualised and focused on your business, deliver your culture change ambitions, have a measurable impact and resonate with your stakeholders.**

We use **change management** and **continuous improvement** principles based on our extensive experience of leading sustainable culture change within organisations to best support you. As a consultancy, our services focus on **Culture and People Strategy Design, Consultancy and Advisory, and Learning and Development.**

Consultancy and Advisory: We partner with organisations to shape **inclusive, high-performing cultures** through strategic guidance, cultural diagnostics and evidence-based approaches that deliver measurable impact.

Inclusive Development: We strengthen organisational capability and culture through **leadership development, workshops, coaching and interactive learning.** Our programmes equip people at every level to lead inclusively and transfer learning into meaningful action.



 **LET'S TALK**

For an initial, exploratory conversation, click or scan the QR code to book a 30-minute call with us.

Partnering with us...

Our **service offering** covers all aspects of organisational ecosystems. Below are just some examples of what we could support you with and are by no means exhaustive.



Governance & Structure

- **Strategies and Action Plans** to maximise and enhance your culture. We partner with leaders to define priorities, set direction and deliver action that creates meaningful, measurable change.
- Ensure governance and organisational structures enable cultural transformation and leadership effectiveness, including partnering with you to **design** and **implement** strategies, action plans and success measures.
- **Equip board members** to understand their role in **shaping culture** and driving **organisational change**, including assessing risks and ensuring accountability.

Workforce & Workplace Culture

- Create and implement policies, processes and practices that enable you to **recruit, retain** and **promote the best talent**, removing any barriers and bias.
- Deliver a suite of **facilitated learning, workshops** and **coaching** to raise awareness and enable your workforce to transfer their learning into tangible actions that create inclusive workplaces (**face-to-face, virtual and digital learning options are available**)
- Assess the impact of your current actions using **evidence-led audit tools, established standards** and **tailored maturity models** to meet the wider aspirations of your organisation.

Communications

- Shape communication strategies that amplify your **cultural vision**, connecting them to organisational success to strengthen **trust** and **engagement**.
- Build internal capability to deliver **effective internal and external communications** that reflect your cultural priorities, using inclusive language and impactful storytelling.
- **Equip leaders and communications specialists** to confidently manage messaging during unexpected events, societal challenges, and organisational crises.

YOUR ORGANISATIONAL ECOSYSTEM:

Charlotte Sweeney Associates as your trusted partner in shaping culture and leadership to create inclusive, high-performing organisations.

Consumers & Suppliers

- Create and implement processes and practices that reflect your organisation's culture ambitions **into product design, development, testing and analysis**.
- Design marketing principles that connect deeply with clients and consumers, **reinforcing your cultural identity**.
- Implement procurement strategies that embed **ethical, sustainable**, and **inclusive** practices across your entire ecosystem.

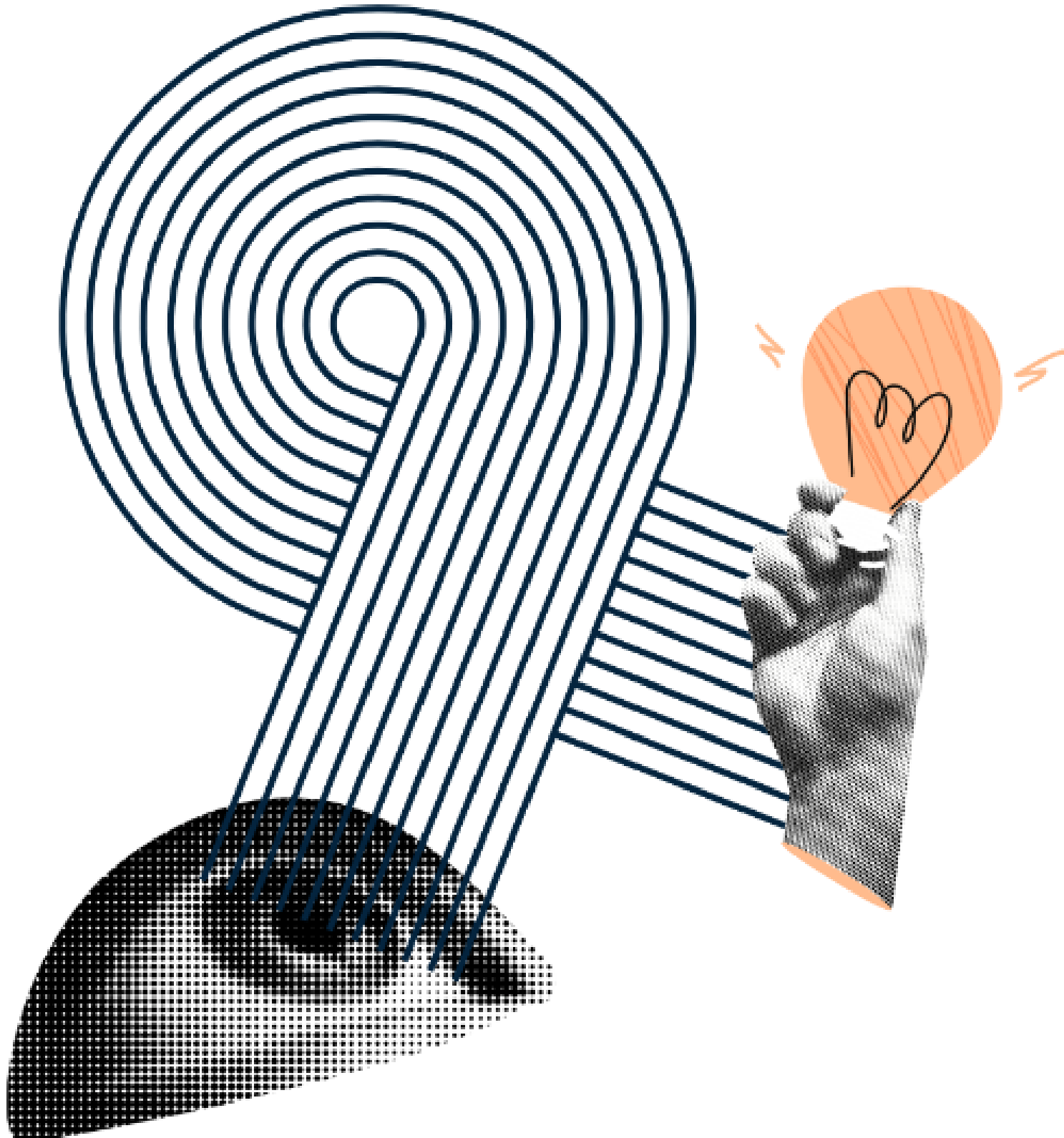
ESG & Stakeholders

- Aligning your culture and inclusion strategy with your wider ESG strategy to create a consistent **value creation proposition**.
- Guiding and enabling your organisation with fulfilling **wider ESG benchmarks, e.g., B Corp, UN Sustainability Goals**.
- Create your **impact report**, sharing the value gained from a focus on culture and inclusion for your multiple stakeholders.

[See more about our services](#)



CONSULTANCY AND ADVISORY



Strategies and Action Plans

Adopting an evidence-led approach to all aspects of business is the obvious step if you want to make an impact. The approach to creating your culture and inclusion strategy and action plan is no different.

We partner with organisations to create and deliver culture and inclusion strategies that align with and enable delivery of wider business strategy, strengthen culture and drive individual and team performance. We co-create solutions with you to ensure they align with your strategic priorities and reflect your organisation's culture, values and readiness for change.

By working with us, you will be leveraging our expert experience of delivering tailored strategies that truly make a difference. As part of our work with you, we can also support you with designing your organisation's **'Inclusion Maturity Model'** which provides you with a clear roadmap of 'where you are today' and 'where you want to be' in terms of culture and inclusion.

Example of how Charlotte Sweeney Associates can support you:



Assess and Analyse the current state through existing qualitative and quantitative data (gathering new data with you where needed).

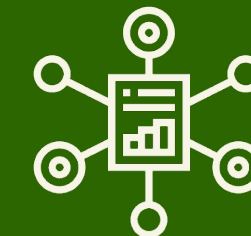
Identify the Root Causes to existing barriers to achieving an equitable and inclusive culture.



Develop a culture and inclusion strategy that (i) is evidence-led and responds directly to data insights (ii) is laser-focused on the strategic areas that will make a difference; and (iii) enables delivery of your organisation's mission, values, behaviours and business strategy.



Create an action plan that supports you with prioritising pragmatic actions, immediate focus areas and longer-term activities to deliver your strategy.






Design appropriate measurements and Key Performance Indicators (KPIs) to enable you to monitor the progress and ongoing impact of your action plan.

Audits and Research

We assess organisations on where they are now and leverage a combination of qualitative and quantitative data to get to the root causes of barriers to achieving a fair and inclusive culture. We use these data insights and our expertise driving inclusive change to give you clarity on where to focus, ensuring the right actions deliver the greatest impact.

We will use our inclusive culture lens to audit, review and advise on all areas of your organisation, from each touchpoint of your **colleague life cycle** (such as recruitment, advancement and retention), your **internal and external communications strategy**, to your **procurement processes and practices** as well as your **marketing** and **product development**. Below are just some examples of how we can support you with audit and research work:

-  Conduct an **audit** using the Global Diversity, Equity and Inclusion Benchmarks (**GDEIB**), a first-of-its-kind assessment tool co-created by 112 leading global DE&I experts, including Charlotte Sweeney Associates' consultants.
-  Collect and analyse data insights through **surveys, focus groups, interviews** and wider appreciative inquiry exercises.
-  Create detailed research into defined issues within your organisation, focused on getting to the root cause and recommend measurable actions that will make a difference.

We always provide pragmatic and actionable recommendations in digestible, audience-appropriate formats to support you with your culture change.

Environmental, Social, and Governance (ESG)

ESG is a way of assessing how a company acts beyond profit, such as how it supports people, society and the environment.

Our ESG solution serves as your strategic compass, guiding you in **aligning culture and inclusion with your wider ESG commitment**, creating a consistent value proposition that **strengthens stakeholder confidence, makes business sense and contributes to a better world.**

What we offer:



Strategic Alignment:

We collaborate closely with your team to assess and evaluate your current culture and inclusion activity and identify strategic opportunities to align them with your broader ESG goals and aspirations. This alignment ensures that your organisation's efforts are consistent, purpose-driven and capable of delivering positive impacts across all of your organisational touchpoints.

Guidance and Education:

Our experienced consultants provide guidance and educational resources to empower your organisation with the knowledge and tools needed to fulfil wider ESG benchmarks. Whether your ambition is to achieve B Corp status or align with the UN Sustainability Goals, we help you navigate the complex landscape of sustainable business practices.

INCLUSIVE DEVELOPMENT



Leaders FIRST® - Executive Development

For more than a decade, Charlotte Sweeney Associates has been working with CEOs and Executive level leaders to (i) strengthen their personal leadership capability and cultural intelligence, (ii) step confidently into their role in shaping organisational culture, and (iii) lead on actions that embed inclusion into business strategy, policies, practices, processes and everyday behaviours.

Over the course of the last five years alone we have coached, mentored and supported thousands of C-Suite leaders around the world, across diverse sectors, equipping them with the behaviours and insights needed to shape inclusive, high-performing organisations.

Our Executive Development explores:



Why organisations prioritise inclusive culture change



The impact this has on all areas of business and their wider eco-system



The impact, and implications, of doing nothing



Identifying and consolidating the commitment at the top

Now delivered to over 30,000 leaders around the world, we recommend Leaders FIRST® as a critical step to create impactful and sustainable change.

Using our insights, Charlotte Sweeney Associates creates thought-provoking and discussion-based programmes for Executive Teams and Boards to **unpick the reasons behind the barriers** and challenges in their organisations and the **pragmatic actions** they can take to overcome them, together with **identifying existing strengths and opportunities** they can leverage.



Read more on Forbes: [Why Most Companies' DEI Initiatives Never Get Anywhere by Charlotte Sweeney OBE](#)



Executive Coaching and Peer-to-Peer Learning



We strengthen Executive and Senior Leadership capability through coaching and peer learning. This accelerates the learning being transferred into the workplace, creating behavioural change and improving accountability amongst leaders. This ultimately benefits cultural change, moving towards an inclusive workplace that enables everyone to perform at their best.

We have highlighted on the bottom right just one example of how Executive Coaching could support you and your organisation. We offer tailored coaching programmes to meet the needs of your leaders and your organisation.

Examples Of How We Could Support You Through Our Executive Learning:

 Sponsorship	 Allyship	 Executive Coaching *	 Peer-to-Peer Learning Circles	 Mentoring and Reverse Mentoring
 Shadow Boards / Advisory Committees	 Employee Coaching **	 Employee Resource Groups / Networks	 Culture and Inclusion Steering Group Impact	

* all delivered by accredited executive coaching
 ** e.g. the 6 steps career coaching programme



Example: The 6 Steps Career Coaching Programme

The 6 Step Career Coaching Programme is an example of one of our many coaching programmes and is specifically designed to inject career development focus where high potential talent has been identified. The programme enables individuals to identify their values and aspirations and articulate these through the power of storytelling.

The targeted coaching programme provides individuals with the tools and knowledge to communicate more purposefully across their key stakeholders and wider networks with the aim of advancing their careers.

Inclusive Development Programmes









These can be delivered to global audiences, in multiple formats and languages.

Through our suite of programmes, **we enable leaders to build the confidence, capability and behaviours** needed to create **inclusive and high performing cultures**. This translates into real change across the organisation **improving engagement, the quality of decision making and overall business results**.

Depending on where your organisation is on its cultural and leadership journey, Charlotte Sweeney Associates will create a tailored development map that nurtures consistent leadership behaviours and brings them to life for everyone within the organisation.

We also ensure that **learning transference** is at the heart of our design and development, ensuring that learning will convert to practical action, and impact, in the workplace. This enables consistent, organisation-wide cultural progress that lasts.

Through a blended learning approach, content can include:

-  Why an inclusive mindset and behaviours matter to your business and creating a winning culture.
-  The practicalities of bias and the impact on decision-making (including how to change processes to mitigate the impact)
-  Embedding inclusion throughout your colleague life-cycle to drive practical action and create lasting behaviour change in the workplace
-  Embedding personal accountability and responsibility for culture and behaviour
-  Being a visible ally and role-modelling inclusive behaviours that build trust
-  Building psychologically safe workplaces where people and performance thrive

Audiences for our global learning programmes typically include:

- Board members, Executive Committee and Senior Leaders
- People Leaders
- HR Generalists and Specialists e.g. Talent Acquisition
- All Colleagues

This is not an exhaustive list, We create learning interventions that respond directly to your organisation's specific needs.

Our content is also available to embed into other development programmes and interventions you may have in your organisation.

Inclusive Learning Hub: Our Digital Learning Offering



Charlotte Sweeney Associates deliver effective and impactful digital learning solutions that **build inclusive** mindsets and behaviours at scale. We tailor our digital learning solutions to your **culture, values** and **branding** to ensure maximum value and impact for your organisation. Our digital learning can be hosted on your platform as well as on our own Inclusive Learning Hub.

Content that we deliver as part of our LIVE sessions can also be created into digital learning where this would increase engagement and impact and provide future-proofing across your organisation.

As with our LIVE inclusive development programmes, we ensure that **learning transference** is also at the heart of the design and development of our digital learning solutions. This ensures that learning will convert to meaningful impact in the workplace through practical action planning and reflection exercises that are built into all of our modules. This enables consistent, organisation-wide cultural change and progress that lasts.

Digital learning can be delivered in **multiple languages** with examples and scenarios that embed both **local** and **global considerations**. We also tailor all content to ensure it is relevant and relatable to the **audience's roles** and **responsibilities**.

Our modules include, for example:



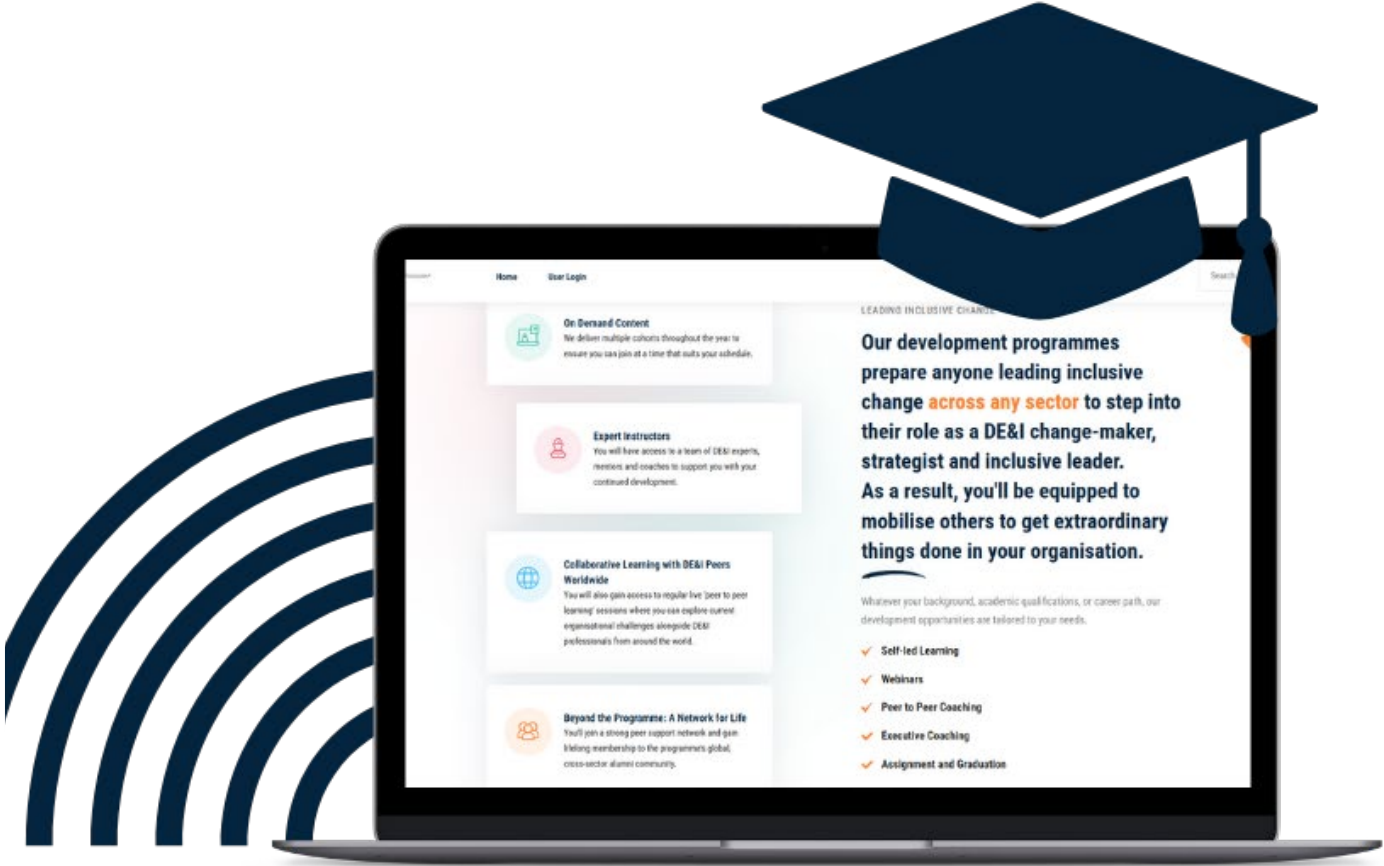
Inclusive Leadership Fundamentals:
what leaders need to create cultures where people and performance thrive



Bias, Behaviour and Better Decisions:
recognising bias and redesigning decisions for fairness and effectiveness



Psychological Safety:
building trust and enabling people to speak up, innovate and contribute fully



Leading Inclusive Change - The Leadership Programme



Our Leadership Programme is for individuals leading, or aspiring to lead, inclusive culture change. This on-demand programme equips you with the skills needed to deliver a fair and inclusive culture in an increasingly complex world, and influence others to play their part in shaping equitable, human-centred change against a backdrop of technological transformation. You can engage with the learning content at your own pace, which is enhanced by tailored support and executive coaching from an expert with decades of leadership and culture experience.



We offer multiple cohorts throughout the year to ensure you can join at a time that suits your schedule. Contact us for more information about the programme and details of how to enrol.

Who is the Programme for?

Senior Leaders

HR, Culture, Talent Professionals

Leaders responsible for driving inclusive organisational transformation

The Programme is for you if:



You are **highly motivated** to build and develop your leadership skills amongst a group of similarly driven and talented global culture changemakers.



You are **eager** to add the highest measurable **value** and **impact** possible to your organisation when driving inclusive change.



You wish to **deepen your knowledge** and understanding of the diversity, equity & inclusion terrain, as well as your leadership role within it.



You want to lead confidently through **digital and AI-driven change** while maintaining fairness, inclusion and ethical responsibility.

Programme Objectives and Learning Approach:

Build your capability and shift from an 'initiatives-led' change approach to a pervasive systemic programme of cultural change that embeds fairness and inclusion. Understand how emerging technologies, including AI, can reinforce or amplify existing inequities, and how leaders can intervene to ensure fairness and accountability.



Personal Impact

Understand the **fundamentals** of exceptional inclusive leadership practice

Develop your leadership style, emotional intelligence, and confidence to deliver at an **executive level**

Build confidence to challenge and influence how business critical **decisions** are made



Team Impact

Build insights and practical ways to create psychological safety to enable **high performing teams**

Leverage psychological safety to enable teams to **challenge bias and inequities** in organisational systems and processes (such as AI-enabled tools)

Create a strong and impactful **ongoing support network** with your programme peers and alumni



Organisational Impact

Explore **change leadership** and **management principles** in order to create sustainable culture change

Shape **inclusive, human-centred** culture and organisational change strategies

Practice and hone leadership skills in influencing and communication to **inspire a shared vision** across the organisation

Programme costs: £2,995 plus VAT, includes all elements outlined in the programme structure below.

Self-led Learning

Webinars

Peer Learning Opportunities

Executive Coaching (worth over £1,800)

What previous delegates have said:

"It has been the best PD course I have ever done. Even better than my MBA."

"... the best training I have received as an inclusion professional and leader."

"You've given me not just skills and frameworks, but confidence and community"

"Coaching with Charlotte throughout the programme was invaluable."

Tailored Professional Development - Culture and Inclusion Leaders

In addition to our Inclusive Development Programmes, we offer targeted professional development to leaders within your organisation who are responsible for driving inclusive change such as our Leading Inclusive Change Programme (find out more on [page 19](#)). We have a team of **experts in culture and leadership, mentors** and **coaches** to support you with your continued development as a change-maker and driver of culture change.

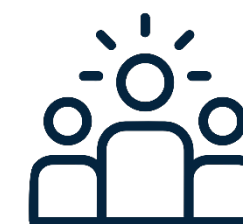
We will work with you to create a development pathway that responds to your current requirements as well as your future aspirations. Pathways can include on-demand content, live events, coaching and mentoring and can be added on to any of the Inclusive Development opportunities you complete with us. You will also be invited as a member of our professional alumni network for life - connecting with culture and inclusion professionals around the world.

Examples of our professional development options include:



Mentoring with a Leadership and Culture Expert

If you are new to your role of embedding inclusive leadership and culture change within your organisation, or want to propel your influencing skills to the next level, and would benefit from collaborating with an expert/mentor in the field, this option could be for you.



Group or individual coaching with an Executive Coach

At Charlotte Sweeney Associates, our Executive Coaches are also experts in culture, leadership and inclusion and have successfully supported thousands of business leaders and culture professionals to unleash their potential and overcome individual and organisational barriers to creating inclusive cultures.

Do get in touch to discuss your development requirements and goals further, we can design an approach that works for you and your organisation.

Meet our Founder

Charlotte Sweeney, OBE has specialised in Leadership, Cultural Transformation and Diversity, Equity & Inclusion (DE&I) for over 25 years. Inspired by her global corporate career in the Financial Services sector, she launched Charlotte Sweeney Associates in 2012.

As a Chartered Management Consultant, she thrives on empowering business leaders and organisations to create inclusive workplaces. She works, and influences at the C-Suite and Board level in the private sector as well as advised Senior Leaders and Ministers within Governments.

She has held several Non-Executive Director roles, including 4 years as a Deputy Chair of an NHS Acute Trust with responsibility of over £500m annual spend. She is currently a board member of the Industry Body 'Management Consultancies Association (MCA)'.

She has won multiple sector awards and received recognition for her work from academic institutes such as Harvard and Cambridge University, as well as being one of the first to gain Chartered Management Consultant status by the MCA. She is also a Fellow of the CIPD, RSA, CMI and College of St George's Society of Leadership Fellows based at Windsor Castle.

She is named as one of HR's Most Influential Thinkers. In the 2017 New Year's Honours, she was awarded an OBE for services to Women and Equalities. In 2025, she won the MCA Inclusion Award and Finalist for The Times Management Consultant of the Year Award. Judges commented that she had 'an amazing record of impact with clients, a laser focus on delivering results and changing the way organisations think'.

Charlotte has authored numerous industry reports and is co-author of the best-selling book *Inclusive Leadership - the definitive guide to developing and executing an impactful Diversity and Inclusion Strategy, locally and globally*, published by Pearson/The Financial Times, which was shortlisted for the Chartered Management Institute (CMI) Management Book of the Year in 2018.

In 2014, she authored an independent review for the UK Government Secretary of State Sir Vince Cable on Women on Boards and Executive Search Firms, which shaped the ongoing expectations and requirements of Search Firms, and continues to do so to this day.

She also created the 'first of its kind' 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.

She writes for professional publications and is a former member of the Forbes HR Council. As well as delivering keynote speeches and chairing conferences internationally, she is regularly invited as an expert contributor for BBC Radio, TV and the national press.

CEO: Charlotte Sweeney, OBE



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