

**ALL  
IN**

# **UNDERSTANDING DIVERSITY AND INCLUSION**

Who's responsibility  
is it to create change?

**ALL IN is our  
commitment  
to building  
a truly inclusive  
culture full of  
diverse people,  
thought and  
perspective.**

## Our commitment

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# Human beings are biologically 99.9% identical.

(National Human Genome Research Institute, 2003)

Yet we choose to focus on the  
0.1% that makes us different.

**Other;**  
to be othered is to exclude  
those who are different from  
the mainstream group.

It is important that we have an  
open culture that includes and  
celebrates difference.

# STAGES OF BIAS

1

P6

**Harvard bias test (IAT) - complete as many tests as you can to help answer the question...  
What is my bias?**

**Age, disability, gender, race, religion, sexuality, skin-tone, weight**

<https://implicit.harvard.edu/implicit/takeatest.html>

## Evolutionary Bias

### Different is dangerous

Think; homogenous workplaces are a result of people sticking with who they know. This creates a barrier for diversity and impacts on the capacity for better work.

Do; check your bias. Own the changes you need to make. Understand the impact of 'other' and how people feel unseen and invalidated in the workplace.



## Confirmation Bias

### Fill in the gaps

Think; Stereotyping people is a type of prejudice because what is on the outside is a small part of who a person is..

Do; Consider the whole experience of an individual. Have courageous conversations by asking questions rather than making assumptions.



P7



## Systemic Bias

### Socialisation, systems & power structures

Think; there is often little to no diversity at management level where there is influence and decisions are made. Therefore problematic when culture is defined by the behaviour of management.

Do; lead from the front. Use whatever influence you have to make positive change.

# UNDERSTANDING PRIVILEGE

Privilege is a built-in advantage separate from your income or effort.

Privilege exists because of structural and historical systems built to favour certain individuals.



**This creates a barrier for ethnic minorities, women, LGBTQ+ community, those with disabilities, neurodiverse people and other marginalised groups.**

Hard to hear, but harder for those that experience difference.



# HAVAS EMPLOYEE CYCLE

Things to consider to remove bias at every stage of the employee cycle.

## Recruit

Recruiter audit; ensure we are partnering with companies that share and demonstrate our ALL IN commitment.\*

Avoid sticking to the same talent platforms. Instead communicate with the non-traditional\*\* platforms accessed by underrepresented candidates.

Include the ALL IN commitment on all job descriptions and job posts so we are transparent about building an inclusive culture at Havas.

Don't rely solely on who you know.

\*All In is our commitment to building a truly inclusive culture full of diverse people, thought and perspective. We oppose all prejudice and discrimination and are active in our pursuits of creating a culture that is representative of the different communities and intersections within Havas and the wider community and society.

\*\*See P 50

## Hire

Consider who is in the room. Ensure interviews involve a minimum of 2 people.

Remove any identifying information from cvs and application forms until interview stage.

Don't rely solely on gut instinct. Your gut is biased.

Consider candidates that will enhance the dynamic of your team. Avoid choosing candidates based solely on culture fit.

Create a set criteria for interview questions that matches what is set out in the job description.

Take a moment to actively check your bias and approach the hiring process as Talent First.

Include questions that allow candidates to lean on their skills, experiences, personal development and passions.

## Onboard

Actively communicate our ALL IN commitment.

Take employees through our Havas Diversity and Inclusion Charter.

Sign up employees to our ALL IN training workshop.

Introduce new starters to key people within your agency and appoint a "buddy".

## Probation

Set clear expectations and objectives.

Have regular 1:1 check ins asking questions that consider both performance and experience.

## Development

All employees should be offered training opportunities linked to their role.

Actively promote to all employees what campus and equalise courses would support their development.

Ask employees if they would like access to a mentor and support the set-up of an informal mentoring relationship.

Have regular check ins with your direct reports about their career progression.

Clearly identify progression pathways.

Explain the Havas 'Rules of Engagement'.



The opportunity to thrive at Havas should be about what you do, not who you are.

An individual's skills, experiences (both in and out of the workplace), personal development, stories and side hustles are just as important to consider.



1st story

## Many hats

I love being a mum. My kids genuinely blow me away every day and I feel lucky and grateful to have them, it's a feeling that can't be explained. Yet in another breath I hold my hands up and say I couldn't hang out with them all day; hats off to the parents that do that. I think I'm a better mum for being who I am as a whole person.

I love coming to work, I like switching my hats around, or even wearing both at times. It's a hard juggle, but it can be done, and on the days where you totally smash both - its pretty ace.

2nd story

## Bubbles and bedtime stories

As a working Dad, I asked for some flexibility around my working hours, to allow me to make it home to see my daughter before bedtime. This arrangement has unlocked a special relationship I now have with my daughter and her bath time routine. Our bubble machine is a real hit. I have also been well educated in the world of Cbeebies and the famous Bedtime Stories, which is a 10 min slot that kicks off nightly at 6:50pm. Leaving work just 30 minutes early allows me to make it back in time. Having that 30-40 mins each night with my little girl makes a world of difference to my relationship with her.



3rd story

**I am a human being first**

My gender is always a topic of curiosity. Some have a more forward approach in asking, whilst others simply don't ask. As a Generation Z LGBTQ Filipino, growing up in the 90's, life was not easy. I was constantly worried about labels and appeasing people's curiosities - I am a human being first and foremost.

"I'm a man, I dress and act feminine, but I'm still a man but this should not define me. I am not an "it", I am a person. Being bullied is something I grew up with and haven't questioned... until now. I'm different, from the inside out and I'm proud of it despite bending the "gender norms" with how I present myself but ultimately, all I want is to be treated with respect, without prejudice/judgment and be loved for who I am as an individual."

4th story

**I'm not sassy**

One of the constant hurdles I've faced during my entire career, is my confidence and passion for my role being misinterpreted as aggression. This is something that I've noticed my non-black counterparts with the exact personality, do not have to contend with. This is easily noticed in words that are used to describe our behavior. I've often been described as "sassy" or "scary", whereas my other colleagues are described as "assertive" or "focused". The level of behaviour that my non-black counterparts have to exhibit to be categorised in the same box as myself, is far more extreme and somewhat unacceptable in the work place. Hopefully this extract will urge everyone to think about their unconscious bias and how that effects their colleagues. I have learned to change myself to be more palatable to overcome these hurdles, but I hope that young black women of the future will not have to lose themselves to fit in.

5th story

**Just being me**

I'd never really been bothered by being the 'only one in the room' because of my race or gender, I'm comfortable just being me. But becoming a working mother created a new challenge. The ever-present need to be 'on it', with limited downtime, can make it difficult to balance a career and motherhood when you never want to let anyone down - employers, colleagues, clients, black peers and least of all my children. It took a while, but I'm getting there. I've realised that working makes me a better mother, and being a mother makes me a better manager. Any client or colleague is a breeze compared to a hungry, overtired toddler!

6th story

**I remember the fear**

I've been in the working world for ten years now (oh god, when did this happen?!) and my experiences in the workplace have definitely changed, but there's still a long way to go. Growing up gay was tough, I mean coming out at an all-boys school in Norfolk in 2002 was never going to be the easiest thing to do. But I remember the fear. The fear of my friends finding out. The fear of rejection and being left alone.

As you get older and used to saying the words 'I'm gay', it does get easier. But when entering the working world, you suddenly find yourself right back there, terrified of rejection. Going into an interview for a job you really want and trying to keep your partner's gender pronoun neutral, in case the interviewer isn't okay with it. Then there's the first day and the usual question comes out 'do you have a partner' where your new colleagues try and work out which gender you prefer and whether you're going to be one of the 'lads' or the 'gals'. Then being told to dress and act a certain way, as the client is a little 'old school'. It all gets a little exhausting trying to manage which parts of yourself are visible in front of whom, altering your identity to make other people more comfortable.

Now whilst this is changing and at a rapid pace, there is still a long way to go to make the working world truly inclusive. Havas Pride exists to ensure everyone at Havas can bring their whole selves to work. But it's the responsibility of everyone to make sure this building is well and truly open to all. Whoever they want to be. Whenever they want to be.



# HOW TO FIND DIVERSE TALENT 02

## Occupy space

Go to where people are.  
Engage in initiatives and  
attend events set up by  
diverse communities.

## Open doors

Get involved in the different  
Havas awareness and  
recruitment initiatives;

HKX Platform  
HKX Doorway  
FishTank Incubator  
Urban Partners Next Gen  
IPA Advertising Unlocked

## Create opportunities

Support entry level talent through  
hosting a HKX Platform candidate,  
communicating open roles with  
our Havas ALL IN partners.

We believe great businesses are built on great cultures.

We will take tangible and concrete steps to create a genuinely inclusive culture.

That means providing opportunity for all of our people to succeed.

We want to be a place where people come to do their best work and have the best times of their career.

The benefits to our business of greater inclusion and equality are proven and unequivocal.

This is our 10 point plan to create the UK's best employer brand.

- 01 We have set ourselves targets of 50% females in senior management roles and 25% BAME employees within our Group by 2020.
- 02 We are committed to attracting and engaging a more diverse range of talent through our placement and apprenticeship schemes.
- 03 We will actively remove hurdles faced by women at certain points of their career development, so that they can reach their potential and we can retain our female talent.
- 04 We are committed to tackling the gender pay gap at all levels through regular pay audits.
- 05 We understand that as humans we are hard wired to be unconsciously biased, we will educate and support our people, starting with management, to be more aware of this process.
- 06 The diversity and inclusion agenda will be a KPI set for the leadership team of each agency, within the Havas Group.
- 07 We recognise the need to hear our peoples' ideas and views on our diversity and inclusion agenda, we will form voluntary groups across all agencies, so that it is a shared commitment, rather than just a management led initiative.
- 08 We commit to educate young people from a range of backgrounds and cultures, about our industry and the Havas story, so that they have greater opportunity to make informed career choices.
- 09 We will cultivate an inclusive and supportive environment where our talented people can contribute and thrive.
- 10 We understand that we need to actively assess ourselves against these commitments and communicate our progress, in order to ensure we are held accountable.

**Diversity is about the individual experiences of different types of people and how that impacts them day to day.**

**Inclusion is about validating those experiences – creating an environment that recognises, supports and allows all people to thrive.**

# RESOURCES 9

01 **Diversity dictionary**

02 **Book summaries**

03 **Research summaries**

04 **Recommended reading, listening and watching**

05 **Diverse recruiters, communities and partners**

**Ableism**

Ableism is discrimination and social prejudice against people with disabilities.

**Asexual**

Someone who experiences little to no sexual attraction.

**Assimilation**

Process of consistent integration when members of a minority group, are “absorbed” into the default group, with the intent to change one culture to make them similar to another. This means a loss of all or many characteristics which make the newcomers different.

**Bame**

Black, asian and minority ethnic. Bame is black minority ethnic.

**Bias**

Conscious or unconscious prejudice against an individual or group based on their identity.

**Binary**

Either/or distinction such as gay/straight or male/female.

**Cisgender**

Remaining in the gender assigned at birth.

**Intersectionality**

The ways in which oppressive institutions (racism, sexism, homophobia, transphobia, ableism, xenophobia, classism, etc.) are interconnected and cannot be examined separately from one another.

**Lgbtqia**

Lesbian gay bisexual trans queer intersex asexual.

**Microaggression**

Catch-all term describing small acts of prejudice, intentional or not that together, can take a large toll on an individual. <https://www.youtube.com/watch?v=bjzwencw6nq>

**Neurodiversity**

The movement which proposes that conditions like autism, dyslexia and attention-deficit/hyperactivity disorder (ADHD) should be regarded as naturally occurring cognitive variations with distinctive strengths. Not as a disability.

**Nonbinary**

A person who identifies as neither male nor female and sees themselves outside the gender binary.

**Pansexual**

Someone who is attracted to people of all gender identities or someone who is attracted to a person’s qualities regardless of their gender identity.

**Poc**

People of colour.

**Queer**

The word queer can operate as an umbrella term for people outside the heterosexual norm, or for people who challenge the lgbtqia mainstream.

**Transgender**

People whose gender identity or expression differs from their assigned sex.

- 01 **Blindspot,**  
Banaji & Greenwald
- 02 **Brit(Ish),**  
Afua Hirsch
- 03 **Diversify,**  
June Sarpong
- 04 **Fish Can't See Water,**  
Hammerich & Lewis
- 05 **Lean In,**  
Sheryl Sandberg
- 06 **Neurotribes,**  
Steve Silberman
- 07 **Queer,**  
Meg-John Barker
- 08 **Slay In Your Lane,**  
Adegoke & Uviebinene
- 09 **The Asshole  
Survival Guide,**  
Robert Sutton
- 10 **Why I'm No Longer  
Talking To White  
People About Race,**  
Reni Eddo-Lodge



# Blindspot, Banaji & Greenwald

## What the book says

This is written by two psychologists who explore the hidden biases we all carry from a lifetime of exposure to cultural attitudes about age, gender, race, ethnicity, religion, social class, disability status and nationality.

They have invented the Implicit Association Test (IAT), a method that gives a glimpse of our unconscious biases at work. It has the subtitle ‘Hidden biases of good people’ because most right-minded people don’t even realise that they are biased. Explaining the science behind bias can enable those who intend well to align their behaviour with their intentions. Psychologists call these emotional values valence.

The original IAT asks people to fill out two lists against the clock. The task is to mark insects and words pleasant in meaning in one group, and flowers and words pleasant in meaning in another. Everyone does the second one faster because they don’t have to go against associations the brain has already stored. Example at: [bit.ly/T8h6uD](http://bit.ly/T8h6uD).

14 million such tests had been completed by 2013.

They then created the Race IAT, which asks you to group pleasant and unpleasant words with African American or European American children’s faces. The inventors shocked themselves by finding that subconsciously they could associate good things with white faces much faster (even having repeatedly taking the test, they couldn’t shift their subconscious bias.) Over millions of tests, the Race IAT shows that 75% of Americans who take the test show automatic white preference. This is not the same as prejudice inasmuch as it is not openly hostile. However, of the 1.5m White Americans who have taken the Race IAT, 40% have explicit egalitarian beliefs accompanied by an automatic white preference.

It is perfectly possible for black people to have white prejudice. Malcolm Gladwell, whose mother is Jamaican, was shocked to find he did.

The gay v. straight IAT shows that it is also possible for a gay activist to have stronger gay = bad associations than gay = good.

The young = good IAT shows that 80% of Americans have a young = good association, which leads to ageism.

The Gender-Career IAT shows that 75% of men think male = work and female = family. The figure is 80% for women – another example of bias that can be self-defeating. There is also a gender blindspot here, because the test shows that both men and women would accept lower pay to work for a male boss, despite claiming no overt preference

This can happen because of dissociation (the occurrence in the same mind of mutually inconsistent ideas that remain isolated from one another), and cognitive dissonance (becoming aware of conflicts between our beliefs and actions violates the natural human striving for mental harmony, or consonance). The membrane that divides the culture ‘out there’ from our mind ‘in here’ is permeable.

The word stereotype entered the English language in the 1700s as the name for a printer’s metal plate that could hold an entire page of print. The human mind must think with the aid of categories, which become the basis for normal pre-judgement. Amazingly, stereotyping allows us to perceive strangers as distinctive individuals, so it can be a force for good empathy.

We can easily handle 6 or 7 category variables when describing something. Taking 4 variables each for race, religion, age, nationality/region, sex/gender and occupation, we can generate 4 million of them. You can even stereotype yourself, leading to self-fulfilling or self-undermining prophecies.

## Points to consider and discuss

General conclusions: black disadvantage definitely exists; this is at least partly to do with race discrimination; which is contributed to by implicit race attitudes (automatic race preference); social differentiation exists; attitudes have both reflective and automatic forms; people are often unaware of disagreement between the reflective and automatic forms of their own attitudes and stereotypes; explicit bias is infrequent, but implicit bias is pervasive.

## Summary:

**Most right-minded people don’t even realise that they are biased.**

We all suffer from mindbugs, because the mind is an automatic association-making machine. So it is perfectly possible for us to read a list of insects and then claim that the word insect was on the list, when in fact it wasn’t. This effect is powerful enough to produce greater recollection of things that didn’t occur than of things that did occur.

Retroactive interference is an influence of after-the-experience information on memory. For example, those asked ‘How fast was the car going when it smashed into the other car?’ give a far higher speed than those asked ‘...when it hit the other car?’

There are many shades of truth and we all lie to some degree all the time. Consider your answers to questions like ‘How are you?’, ‘Do I look fat in these jeans?’, and ‘Can you spare a dollar?’

Blue lies are based on impression management – answering questions to allow others to see us as we see ourselves. Examples include ‘Did you vote in the election?’ and ‘Did you do all the reading for the last test?’

Hidden biases can be reduced by some quite minimal interventions. For example, just taking a few minutes to imagine what a strong woman is like can significantly weaken the male = strong stereotype.

All these ‘good people’ can be described as uncomfortable egalitarians. They have no awareness that they are doing anything discriminatory. They see themselves as helpful but their helpfulness is selective, which leads to collective favouritism in favour of people who are white, straight, male or young.

# Brit(ish), Afua Hirsch

## What the book says

This is written by a journalist and broadcaster whose (white) father is Jewish German and her (black) mother is from Ghana. She was brought up in Wimbledon and went to Oxford, before training to be a lawyer. She is married to a black man called Sam, whose lineage coincidentally also goes back to Ghana. However his UK upbringing was much tougher in Tottenham, so they have regular discussions about race and privilege.

The author struggles with race, identity and belonging, feeling strung between two worlds. In the UK people describe her as black and ask her The Question: where are you from? In Ghana, where she moved in an attempt to find her true place, she is described as white (obruni, literally “person across the cornfields”), or not really black. So she feels she doesn’t really belong anywhere – something often described as otherness.

The exact meaning of identity has always been difficult to define. The author believes it encompasses two concepts: a personal set of characteristics that make up the individual, and a social set shared with others in a group creating a sense of belonging. Truths about her identity usually dawn on the author in a negative way – moving countries and places only to discover once again that she doesn’t belong.

In theory, living with multiple heritage should be an asset, but at worst having multiple identities can feel like being helplessly adrift.

In Britain, we are taught not to see race, and told that race does not matter, when in fact it should be openly discussed. We want to be post-racial, without ever having admitted how racial a society we have been.

“The trouble with the British is that they don’t know their history because so much of it happened overseas.” Salman Rushdie

Britain’s long term exploitation of foreign resources and its major part in the slave trade are often ignored or glossed over in education, instead focusing on British achievements and its role in the

## Summary:

**Britain is a nation in denial about its imperial past and the racism that plagues the present.**

abolition of slavery – essentially leading to a nation in denial that lacks integrity. Ironically, the author discovers that she is descended from a slave trader.

The English far right has found a new bogeyman in the Muslim community: religion has become the new race. Muslim is the new black. Triple oppression is being black, African and Muslim.

When it comes to descriptions, the author is happy to be called black, or mixed race. She does not expect to be called coloured, half-caste or ‘bayme’.

## Points to consider and discuss

The author says it’s not good enough to launch projects on ‘diversity’. We need to address the root causes.

“I really hate the word diversity. It suggests something other... I have a different word: normalizing. I’m normalizing TV.” Shonda Rhimes, American screenwriter and producer.

“There is a difference between diversity and integration. Diversity is where you have different people from different backgrounds living in an area. Integration is the extent to which different groups have a relationship with each other.” Chuka Umunna

BAME is Black, Asian and minority ethnic. BME is black minority ethnic.

POC is People Of Colour.

MLE is Multicultural London English - a mixture with strong African and Caribbean influences.

Microaggressions are small, often seemingly innocuous interactions that have a cumulative effect in unnerving black or mixed race people. A classic example is white people thinking that all blacks look the same.

BMW is Black Man White Woman, a particular sub genre in pornography, one of the many stereotypes that reinforce images of black men as sexually dominating, aggressive and violent. This hyper-sexuality myth leads to more arrests, rape convictions and harassment for black men. Meanwhile black women are degraded by being regarded as hyper-sexual,

but not beautiful.

Corporate negro calculus is the manner in which companies carefully tend the number of non-white employees, never having too many or too few, and keeping them in predictable roles. Broadcasting has been a persistent offender.

Anti-miscegenation Laws enforced racial segregation in marriages and sexual relations, making it illegal for blacks and whites to conjoin. Some remained in US states even up until 1967.

Ideas of who is alien are constructed. Threatened identities don’t disappear – they fight back. This explains the rise in nationalist thinking in many countries where immigration is high, or even perceived to be high.

## What you have to watch

Having posed the question: what’s the solution? the author doesn’t answer it. Described as an urgent call for change, the book is more of a complaint about the state of the nation. It is well written, but this makes it a dense read, often punctuated by long sections in which the author is so dismayed by events that it can be hard for the reader to follow the thread.

# Diversify,

## June Sarpong

### Summary:

**Take a more positive view of others and their differences: there is more power in unity than division.**

#### What the book says

The author is the daughter of Ghanaian immigrants who was born and raised in the East End of London and went on to become a TV presenter.

Genetically, human beings are 99.9% identical, and yet we choose to focus so much on the 0.1 per cent that makes us different.

Biologically, ‘race’ simply doesn’t exist. It was the philosopher Immanuel Kant who classified people into fixed races according to skin colour, and the idea stuck.

Our fear of the ‘other’ (whatever ‘other’ is for you) subconsciously influences our behaviour. Whether we like it or not, ‘other-izing’ is something we all do, and ‘other-isms’ are something we all have.

Operating in a more inclusive way towards everyone is both good for people and commercial business.

The book looks at: The Other Man: disenfranchised males in society (black, Muslim and white working class). They experience aggrieved entitlement as society forgets them and react defensively or aggressively.

The Other Woman: gender inequality exists in the workplace and media. Women make up only 16% of executive committees, and 8% of main PLC boards, while profit margins are almost double in companies with at least 25% females on their executive committees.

Interestingly, women can discriminate against each other in a form of internalized misogyny.

The Other Class: the economic gap between the elite and working classes is widening and causing despair and tension.

The Other Body: how we treat those who don’t fit the physical and mental standards of the so-called ‘able bodied’. There are 11.9m disabled people in the UK and we are failing to use their skills.

The Other Sex: how LGBTQ communities are treated. There are 74 countries in the world where homosexuality remains illegal and 10 where it is still punishable by death.

The Other Age: ageism from the perspective of young and old, and the disproportionate value we place on those of ‘working age’. Younger people are stereotyped as lazy, fickle, disengaged and lacking commitment, whereas older people are cantankerous, slow, out of touch, feeble, boring and backward looking. We can make better use of both groups.

The Other View: divisions caused by opposing political views and the vital importance of listening to the other side of any argument.

Six degrees of integration are proposed:

Challenge your ism: there is a questionnaire at [diversify.org](http://diversify.org)

Check your circle: don’t just talk to the people you usually do.

Connect with the other: seek out people you wouldn’t normally.

Change your mind: be prepared to accept another view.

Celebrate difference: find the best that alternative views can offer.

Champion the cause: there is more power in unity than division.

The total cost of maintaining the status quo and refusing to invest further in inclusion and diversity is £127 billion per year, according to the LSE.

#### Points to consider and discuss

The book recommends that people should:

Raise issues that are affecting the ability of the business to recruit and retain talent from a diverse pool

Query behaviour and procedural practices that exclude or increase division

Help create an environment of compromise where the working practices are inclusive

Examine how work experience, internship and apprentice opportunities are advertised

Undertake a diversity audit to identify gaps and set goals

The soft bigotry of low expectations often means we expect less from those who are atypical, but their differences don’t detract from their talents.

What if the new normal was that there wasn’t a ‘normal’?

Don’t assume bad intent, ask questions, make your argument but don’t assume that your point of view is valid just because it’s yours.

“Yesterday I was clever, so I wanted to change the world. Today I am wise, so I am changing myself.” Rumi

“Before we pursue world peace, we need to achieve living-room peace.” Miroslav Volf

# Fish Can’t See Water,

## Hammerich & Lewis

### Summary:

**Diversity of thinking and respect for other peoples’ perspectives are critical virtues for the leadership of global corporations.**

#### What the book says

National culture can make or break your corporate strategy.

Management and the board are often blind to their own culture – fish can’t see water. They may not spot derailing cultural dynamics in time to understand underperformance or even financial disaster.

How these traits affect performance often depends on what stage the corporation has reached: traits good at launch could be poor ones later.

Culture is the social programming of the mind that distinguishes the members of one category of people from another.

The purpose of culture is to help the group survive and succeed. Culture is behaviour and behaviour is culture. Strategy and culture are intrinsically linked.

Companies usually go through 5 lifecycle phases:

Innovation – with the founders closely involved.

Geographical expansion – the company meets the world for the first time.

Product line expansion – they attempt to broaden their portfolio.

Efficiency and scale – the industry matures, and so must the company.

Consolidation – the endgame, with just a few global players remaining.

National culture is at the core of virtually every organization, and this will affect its ability to execute strategy at each stage of the cycle. Management needs to pay careful attention to when the company is reaching a transformation point, because new attitudes may be needed.

The book combines the classic Lewis model with the Cultural Dynamic Model.

Work practices (how things get done) are underpinned by espoused values, usually nationally driven. The observed corporate culture eventually becomes ‘embedded values’, and employees all then behave that way.

Action you might wish to take as a result of this thinking:

Determine the main dimensions of strategy and cultural alignment.

Classify the company’s national type and its embedded values.

Identify where the company is in the lifecycle.

Establish how national culture may have enabled or derailed success at the most recent transformation point, and how it could affect the next one.

Diagnose signs of potential crisis accentuated by any cultural dynamics.

#### What you have to watch

Not much. Just aim off for your own cultural characteristics: easier said than done.

# Lean In, Sheryl Sandberg

## Summary:

Progress in seeing more women in positions of leadership has stalled, and while there are various external factors to consider, women can play their part by ‘leaning in’ to make opportunities for themselves, rather than wait for systems to catch up.

### What the book says

The world has nowhere near evolved enough. Highly trained women are still scaling back and dropping out of the workforce, which continues to teach organisations to invest more in men who are ‘statistically’ more likely to stay but not necessarily more qualified.

“Career progression often depends upon taking risks and advocating for oneself - traits that girls are discouraged from exhibiting.” Hence the disproportionate number of girls who achieve academically versus the number of women in senior positions.

Professional ambition is expected of men but optional and or negative for women. Women won’t aspire to what they can’t see, so the lack of female models in top positions does not help drive ambition.

Stereotype threat: when we make people aware of the negative stereotype associated with a particular group they belong to, they are more likely to perform according to that stereotype.

When you make changes, you can’t seek people’s approval to do so because you won’t get it. Women can hold themselves back by their need to be liked but this thinking will stall any progress they hope to make and there is no time for that.

“The most common way people give up their power is by thinking they don’t have any.” (Alice Walker). Women shouldn’t be waiting for power to be offered. They must learn how to advocate for themselves. Self-belief is vital in this.

Understanding the role of a mentor – give them a problem to solve rather than seeking validation.

We need to advocate for each other – it is important to create a working environment that is supportive. Effective communication is needed to get to a place where we are seeking and speaking our truths. It starts by recognising that there is our own point of view (our truth) AND someone else’s point of view (their truth). Neither is the

absolute truth, so be aware not to silence others but be open to different perspectives.

Don’t jump the gun by putting on the breaks. Accelerate in your career path until a decision needs to be made. Give everything so that, whatever comes next, you can make a fully formed decision.

“Doing it all” is a myth that needs to be exposed. All you can ever do is your best. Be honest about your experiences as you will find that, more often than not, there are others who will be able to relate.

### Points to consider and discuss

Ask yourself: what would you do if you were not afraid?

Should we all be feminists? Yes, because we are allies. A definition of feminism; a feminist is someone who believes in social, political and economic equality of the sexes.

Gender equality is not a female issue - it’s everyone’s issue. Both male and female senior leadership teams should be advocates for change by calling out the stereotype and biases that “cloud our beliefs and perpetuate the status quo.”

The book highlights the responsibility women should take to find, take, and craft their career paths without hesitation.

### What you have to watch

This is not the end but the start of a conversation. Women and men alike need to engage in conversations that reveal the truth of workplace environments, and work to both change patriarchal culture and recognise the space that needs to be occupied by women for better work and output.

# Neurotribes, Steve Silberman

## Summary:

We need to be more intelligent about how we view those with autistic traits because they think differently.

### What the book says

The author wrote an article in Wired in 2001 called The Geek Syndrome, investigating the theory that there were an undue number of autistic children in Silicon Valley. Could it be that assortative mating was causing those with similar autistic traits to produce children with autism? (the so-called ‘engineer’s disorder’).

After an overwhelming response, he produced Neurotribes - a huge piece of work covering the entire history of autism and all related diagnoses. It goes back to the earliest autism research and casts light on the growing movement of neurodiversity, which proposes that conditions like autism, dyslexia and attention-deficit/hyperactivity disorder (ADHD) should be regarded as naturally occurring cognitive variations with distinctive strengths that have contributed to the evolution of technology and culture (many people with these traits are exceptional at specific activities such as science, maths and music).

Autism is variously described as a devastating developmental condition, a lifelong disability, and a naturally occurring form of cognitive difference akin to genius. In truth, it can be all of these things. The word comes from the Greek word ‘autos’ meaning self, and was originally coined because autistic people often seem happiest in isolation.

The truth about the topic has often been suppressed by the very clinicians who discovered it, as they disagreed over countless definitions. Now things are clearer, the number of diagnoses has soared in recent years.

The fact that autism was first ‘discovered’ by two clinicians working independently on either side of the Atlantic is considered one of the great coincidences of modern medicine. But was it? One was child psychiatrist Leo Kanner in the USA, and the other was Hans Asperger in Vienna.

Through detailed research, the author discovers that although Kanner only once referred in passing to Asperger,

he in fact hired his former diagnostician, Georg Frankl, so he must have been very familiar with his work and methods. Through his silence on the matter he allowed it to seem as though he made the big breakthrough himself.

Kanner originally believed autism to be peculiar to children, but it is now known to carry on throughout life. He also coined the term ‘refrigerator mother’ and claimed that cold, distant parenting could cause autism – something that turned out to be completely untrue, and was subsequently debunked by Navy psychologist Bernard Rimland in 1964.

Rimland himself was also controversial in recommending the use of aversives – control measures to ‘discipline’ autistic children, sometimes with electric shocks. But he wasn’t as ruthless as Ole Ivar Lovaas, who used all sorts of restraining measures and even turned his attention to using them on subjects with gender dysphoria (the condition of feeling one’s emotional identity as a male or female is the opposite to one’s biological sex).

In the early days, there were all sorts of theories about how to help. Because of obsessive eating preferences, many children were found to have vitamin deficiencies, or high levels of undesirable elements such as mercury. This can be helped by a process called chelation, which involves using compounds to bind with toxins and then expel them in urine – a controversial and expensive process that has spawned a whole industry.

Major progress was made on clear diagnosis of autism in 1979, by the UK psychologist Lorna Wing. She stated that autism is not a categorical diagnosis but a dimensional one - not a “yes” or “no” but rather “of what type?” She effectively replaced Kanner’s unified syndrome with an autistic continuum or spectrum.

The spectrum of criteria for diagnosis can include: gross and sustained impairment of emotional relationships with people; apparent unawareness of personal identity appropriate to age; pathological preoccupation with particular objects or certain characteristics of them;

sustained resistance to change in the environment and a striving to maintain or restore sameness; abnormal perceptual experience; frequent acute and seemingly illogical anxiety; speech lost, never acquired or unrelated to age.

Other related terms include:

ABA is applied behaviour analysis, leading to interventions and approaches to help severely autistic people to improve.

Echolalia is the term for the way in which autistic people sample the speech they hear and repurpose it for their own use.

Stimming is self-stimulatory behaviour, and usually refers to specific repeated behaviours such as rocking, hand flapping, spinning, or repetition of words and phrases.

Long after the work of Asperger, the term Asperger’s Syndrome was coined as a diagnostic label for gifted loners.

### Points to consider and discuss

For those on the spectrum, social engagement with others can be problematic but those on it should be regarded as different, not less. They are not dysfunctional – they just have a different frame of mind.

Neurodiversity: “There is more than one way to do it.” One way to understand this is to think of the brain in terms of human operating systems. Just because a computer is not running Windows doesn’t mean that it is broken. By autistic standards, the ‘normal’ brain is easily distractible, is obsessively social, and suffers from a deficit of attention to detail and routine.

So people on the spectrum experience the neurotypical world as relentlessly unpredictable and chaotic, perpetually turned up too loud, and full of people who have little respect for personal space. (Neurotypical is the humorous name given to nonautistic people by autistic people – disproving the view of many clinicians that autism prevents people from having a sense of humour).

# Queer,

## Meg-John Barker & Julia Scheele

### Summary:

**Shake off the status quo and start seeing things queerly.**

#### What the book says

Queer theory, or queer thought, is an entire category of writing and discussion. This book guides the reader through the ideas, people and events that have shaped queer theory. From identity politics and gender roles to privilege and exclusion, it explores how we came to view sex, gender and sexuality in the ways that we do, and how culture can shift our perspective of what's 'normal'.

The word queer can operate as an umbrella term for people outside the heterosexual norm, or for people who challenge the LGBT mainstream. The label has its problems though, particularly as a term of abuse, and some take issue with it as an identity term at all.

Queer can also be used as a verb. We queer things when we resist regimes of the normal – the normative ideals of being normal in identity, behaviour, appearance, and relationships. Queer theory recommends resisting categorizing people and using binary labels.

The book begins with a review of some of the main challenges posed by queer theory:

The word queer has many different meanings.

Many queer theorists refuse to say what queer theory is, arguing that it resists definition.

There are multiple theories rather than one, and several of them contradict each other.

It has been criticised for being inaccessible and full of difficult words.

Even the person who coined the term queer theory in 1990, Teresa De Lauretis, rejected the term three years later, claiming that it had quickly become a conceptually vacuous creature of the publishing industry.

As such, it is a discipline that refuses to be disciplined, and has spilled over to include many other cultural categories including race, class,

ethnicity, nationality, age, disability and religious affiliation.

Some point out that being 'equal' is not always 'equally good' and question the gay rights movement's focus on things like marriage, consumer culture, and serving in the military. They suggest that these institutions should be questioned, not joined.

There are a number of assumptions about sex and sexuality that are embedded in our culture:

1. Sexual identities are fixed and essential from birth and endure throughout life.
2. Sexuality and gender are binary (clearly either/or).
3. People can be divided into normal and abnormal based on their sexual attractions and practices.

Meanwhile cultures, religions, laws, psychiatry and mass media enforce distinctions between acceptable and unacceptable sex. In this sex hierarchy, acceptable means hetero, married, monogamous, procreative, free, coupled, in a relationship, same generation, at home, bodies only and no pornography. Everything else is in the 'bad outer limits'.

Gender is what you do, not who you are. This is the thinking behind gender performativity: gender is made up of expressions and behaviour, not a male/female body distinction.

Heteronormativity refers to a set of cultural assumptions: that a 'natural' or 'normal' form of attraction is one man and one woman, who embody conventional gender roles and norms, and have PIV sex (penis in vagina).

Among the infighting in the genre, there is disquiet that queer theory very rarely engages with bisexuality, and often furthers it erasure. There are also tensions with some forms of feminism because each approach has engaged with gender and sexuality differently. At the extremes, TERFs (Trans-exclusionary radical feminists) have argued that trans surgeries are a form of mutilation, and that trans should

stay in their assigned gender to challenge rigid gender roles.

#### Points to consider and discuss

Try to avoid essentialising and unifying. Whatever you are considering is probably plural rather than singular, and in process rather than fixed or immutable.

Can you discuss things in ways that reflect fluidity and diversity?

Try to avoid polarizing into either/or binaries: male/female; straight/gay; positive/negative; real/fake; essential/constructed; healthy/harmful; transgressive/conforming; reformist/radical.

Instead ask what an idea or representation opens up or closes down. What is included and what is excluded? Might it be a matter of both/and rather than either/or?

Queer = doing, not being. Focus on how something might be done queerly, rather than what is/isn't queer. Focus on what it does and what action it achieves rather than whether you think it is true/false or right/wrong.

Beware assumed norms – explaining inappropriately how one thing differs or deviates from another, such as women's football, or gay bar.

Try to avoid the pull of individualism: locating issues in the individual person. Avoid trying to define who does and doesn't belong, or creating 'us' and 'them' categories.

Some definitions

Essentialize: to assume that sexual identities are fixed and essential from birth.

Pathologize: regard or treat as psychologically abnormal.

Performative: gender is made up of expressions and behaviour, not a male/female body distinction.

Transgressive: involving a violation of moral or social boundaries.

# Slay in Your Lane,

## Elizabeth Uviebinené & Yomi Adegoke

### Summary:

**This is an exploration of the lives of Black British Women past and present, highlighting their struggles, resilience and achievements.**

#### What the book says

Being a doctor, lawyer, engineer or accountant is considered 'high standing' for many people from the black community as they "earn respect and most importantly salary". This is a necessity because being successful in the UK is difficult for black people, with many challenges and obstacles to overcome. "They may challenge you based on your race but they cannot challenge a qualification".

"You're 1) black and 2) female so you have to work twice as hard as anyone else." – a sentiment that is still felt today.

There is a lack of role models for black women outside of their immediate family and friends to help navigate the mainly invisible (although sometimes visible) hurdles of the working world. "You can't be what you can't see."

There's something missing in the mainstream narrative around gender equality and feminism which does not account for the unique experience of black women. A future focus is on how to amplify the voices and increase visibility of black women in the mainstream.

"We are hyper-visible in predominantly white spaces but somehow we often remain unseen."

The media amplifies the negative message around race and education (mirrored within education systems) that low aspirations, high exclusion rates and underachievement are exclusive to ethnic minorities, in particular black boys. This in turn omits black girls from the conversation around education.

Black women have been reading books and watching TV and films that don't represent them, so diversity and inclusion resources should not only be pitched to them but be part of part of mainstream conversations.

#### Points to consider and discuss

The list of interviewees is great for signposting and engaging in future opportunities, such as key note speakers;

Ade Hassan – Founder of Nubian Skin Afua Hirsch – Writer, journalist, broadcaster and former barrister AJ Odudu – TV presenter Alexis Oladipo – Founder of Gym Bites Althea Efunshile CBE – Non executive director at C4 and UCL Amma Asante MBE – filmmaker, screenwriter and former actress Dr Anne-Marie Imafidon MBE – CEO and co-founder of STEMettes Bola Agbaje – Award winning playwright Charlene Whire – Journalist and ITN newsreader Clara Amfo – Radio presented Dr Clare Anyiam-Osigwe BEM – Ethical beauty entrepreneur Cynthia Erivo – Actress, singer and songwriter Dawn Butler MP – Labour party politician and Shadow Secretary for Women & Equalities Denise Lewis OBE – Olympic gold medallist and retired track and field athlete Estelle – Singer and songwriter Florence Adepoju – Founder of make-up brand MDM Flow Funke Abimbola MBE – Multi award winning lawyer, business leader and public speaker Gemma Cairney – TV and radio presenter Irene Agbontaen – Owner and founder of 'TTYA' and fashion stylist Jamelia – Recording artist, TV presenter and actress June Sarpong MBE – TV broadcaster, panellist and author Dr Karen Blackett OBE – WPP UK Country Manager, Chairwoman MediaCom UK Keisha Buchanan – Singer and songwriter Lady Leshurr – Rapper Lakwena – Artist Laura Mvula – Recording artist Dr Maggie Aderin-Pocock MBE – Space scientist Malorie Blackman OBE – Writer and former Children's Laureate Margaret Busby OBE – Publisher, writer, editor and broadcaster Melanie Eusebe – Professor and business strategist Dr Nicola Rollock – Award winning academic, consultant and public speaker Patricia Bright – Fashion, beauty and lifestyle blogger/social media influencer and author Sarah-Jane Crawford – TV and radio presenter Sharmadean Reid MBE

– Founder of WAH nails Sharmaine Lovegrove – Founder of Dialogue Books Susan Wokoma – Award winning actress Vanessa Kingori MBE – Publishing director of British Vogue Vanssa Amadi – Publicist and MD of VA-PRVV Brown – Singer and songwriter

#### What you have to watch

Scrubs Season 3, Episode 15 "My Tormented Mentor"

The book title - a quick explanation. Slay has many meanings in urban vernacular, including to dominate, kick ass, and kill it, as in "did a brilliant job" or "smashed it". So the phrase Slay in your lane has various interpretations, including stay in your lane (as in swim lane) and power on through to the finish, and/or break out of your fixed path and succeed in another one too. The overall point is that black women must not feel constrained in any way, and should drive on to success and achievement regardless.

# The Asshole Survival Guide,

Robert Sutton

Summary:

Bad behaviour is on the rise, but there are some ingenious approaches you can use to cope with it.

## What the book says

In 2007 the author wrote The No Asshole Rule. This book draws on the experiences in 8,000 emails he has subsequently received, and contains his best advice on how to deal with assholes in all walks of life.

Bad behaviour has been on the increase, with incidents of abusive supervision, rudeness, bullying, road rage, air rage and phone rage growing all the time.

The TCA is the Total Cost of Assholes – behaviour of this type is proven to reduce the performance of both individuals and companies.

Coping with this is a craft not a science. Some diagnostic questions first:

Do you feel as though the alleged asshole is treating you (and others) as dirt?

How long will the ugliness persist?

Are you dealing with a temporary or certified asshole?

Is it an individual or a systemic disease?

How much are you really suffering?

Coping techniques include:

Sit as far away from assholes as possible – even 10 feet in an office helps.

Try not to interact with them – leave meetings early, avoid confrontation or engaging with them.

Wear an invisibility cloak – stay below the radar and just get on with your work, putting in MVE – Minimum Viable Effort.

Find bully blockers – bosses who can protect you from assholes.

Go backstage – designate areas where you can get temporary relief.

Activate the early warning system – get colleagues to warn each other when assholes are on the prowl nearby.

Asshole blindness is a failure to see the problem, which usually means that you start behaving like one yourself. This is because of habituation and deluded justifications – everyone else is behaving badly, so you do too.

Be slow to label others as assholes, be quick to label yourself as one. “Every group has an asshole. If you look around and don’t see one, that means it is you.” Craig Ferguson, former host of The Late Late Show.

## Points to consider and discuss

Over 50% of Americans say they have experienced bullying at work, but only 1% admits to doing it - a huge gap. The working wounded struggle everyday to survive these ugly circumstances.

A-holity is the propensity to be an asshole.

- Boardholes are assholes on the board.
- Bossholes are asshole bosses.
- A Doucheboard is an entire board of assholes.
- Grinfuckers smile to your face and stab you in the back.
- Passholes are passive aggressive assholes.

# Why I’m No Longer Talking to White People About Race,

Reni Eddo-Lodge

Summary:

Britain is systemically racist – a situation perpetuated by the absence of Black British history, which leaves black people without a context of belonging in the country they are born and live in.

## What the book says

The origin of Black History Month is about celebrating the contribution of Black and Asian people in the UK. The term ‘black’ is used in political terms to describe people who were African, Caribbean or Asian. Today Black History Month celebrates the contributon made by all Black British people.

In 1962 the once deemed ‘citizens’ of commonwealth countries were renamed ‘immigrants’, firmly establishing the ‘other-ness’ of black people.

Neutral is white. The default is white. We are born into an already written script that tells us what to expect from strangers due to their skin colour, accent, and social status. The whole of humanity is coded as white.

White privilege is an absence of ‘othering’. Their experience of life is not the norm for the rest of us. It is not an assumption of never having faced challenge, poverty, or struggle, but rather the fact that being white will almost certainly postively impact your life’s trajectory in some way that you won’t even notice.

This includes the privilege of speaking honestly about your feelings without extensively assessing the consequences.

We have missed opportunities to discuss race in a public forum. To discuss it is to admit that it exists, to admit that it is embeded in British society. It is structural and forms the workplace culture to which one must either assimilate or be excluded.

Whiteness is a political ideology – a school of thought that favours whiteness at the expense of those who aren’t.

Fear of the black planet addresses an often unspoken issue: with more racial integration, mixed race relationships and immigration, will white british people become the minority? (Professor Coleman)

In Britain, class is integral to how we understand our own position in society.

“There is no end point in sight. You can’t skip to the resolution without having the difficult, messy conversation first. We’re still in the hard bit.”

## Points to consider and discuss

When we say “Let’s not just talk the talk but walk the walk”, we have to consider from whose perspective we are saying it. It’s important to understand: Who has been doing the talking? Who has been invited into the conversation? Who has been consulted? Through what lens are you asking for action?

The need to ‘do’ is in itself a privileged position to take.

Racism is structural, so part of our role is to redefine what ‘best’ looks like to leadership, hiring managers and so on, so that our processes recognise different types of competencies reflective of a more diverse group of people.

Meritocracy does exist, but it is an unfair and unbalanced measure that will continue to marginalise BAME people due to its assumption that people who are non-white are less in every sense.

Recognise that racism exists in the workplace whether implicit or explicit. Our role is to assess existing structures and check for the ‘white defaults’ that exist and find ways of changing them to be more inclusive.

What is the role of the company in responding to or recognising the imbalance?

## What you have to watch

There is no happy ending, nor a clear solution, but more of a challenge to educate yourself with history. It’s not okay to dismiss a part of history just because it exposes unpleasant truths.

# Diversity Matters,

February 2015

**McKinsey & Sons**  
**(Vivian Hunt, Dennis**  
**Layton, Sara Prince)**

Data collected included the composition of top management and boards in 2014 and financial data, earnings before interest and tax (EBIT), for the years 2010 to 2013.

Diversity is defined as a greater share of women and a more mixed ethnic/racial composition in the leadership of large companies.

The analysis found a statistically significant relationship between a more diverse leadership team and better financial performance.

The companies in the top quartile of gender diversity were 15 percent more likely to have financial returns that were above their national industry median. Companies in the top quartile of racial/ethnic diversity were 35 percent more likely to have financial returns above their national industry median.

The relationship between diversity and performance highlighted in the research is a correlation, not a causal link.

The US dataset shows no statistically significant correlation between gender diversity and performance until women constitute at least 22 percent of a senior executive team.

No companies perform well on both gender and ethnic diversity.

The most important drivers identified were advantages in recruiting the best talent, stronger customer orientation, increased employee satisfaction, and improved decision making.

**Diversity programmes are in essence a form of change programme: they seek to alter the composition of leadership teams or staff and to disrupt old habits and routines. However, research into change management has found that change programmes have a high failure rate of about 70 percent.**

# Women In The Workplace,

## McKinsey & Sons

America 2018

A closer look at the corporate pipeline.

Women remain significantly underrepresented. Attrition is not the problem. Women are left behind from the get-go. The two biggest drivers of representation are hiring and promotions, and companies are disadvantaging women in these areas from the beginning.

Women face an uneven playing field and view the workplace differently

Women receive less support from managers.

Women get less access to senior leaders than men do. Employees who interact regularly with senior leaders are more likely to ask for and receive promotions, stay at their companies, and aspire to be leaders.

Women face everyday discrimination.

Sexual harassment remains prevalent.

Women are too often the 'Only' one. Being "the only one" is still a common experience for women. One in five women says they are often the only woman or one of the only women in the room at work—in other words, they are 'Onlys'. This is twice as common for senior level women and women in technical roles: around 40% of them are Onlys.

It feels harder to advance for women.

Women see a workplace that is less fair. Women see their company as less meritocratic than men do, and this matters. Employees who think their companies are fair are happier in their job and more likely to intend to stay at their company.

Women are asking for more. Women are negotiating for raises and promotions as often as men, but they do not always get the same outcomes.

Women think differently about top jobs. Women are less interested in being a top executive than men, and women and men see the benefits differently.

Six actions companies should take to make progress on gender diversity

**Get the basics right - targets, reporting, and accountability.**

**Ensure that hiring and promotions are fair.**

**Make senior leaders and managers champions of diversity.**

**Foster an inclusive and respectful culture.**

**Make the 'Only' experience rare.**

Offer employees the flexibility to fit work into their lives.

Change starts with treating gender diversity like the business priority it is. The benefits of diversity are proven: new ideas, better results, and happier employees.

# RECOMMENDED 04

## Reading;

**Insight,**

Tasha Eurich

**Living Color: The Biological And Social Meaning Of Skin Color,**

Nina Jablonski

**Men Explain Things To Me,**

Rebecca Solnit

**Straight Jacket,**

Matthew Todd

**The Curious Incident Of The Dog In The Night-Time,**

Mark Haddon

**The History Of The World In Bite-Sized Chunks,**

Emma Marriott

**The No Asshole Rule,**

Robert Sutton

## Watching & listening;

**Atypical,**

Netflix

**Deconstructing White Privilege,**

Robin Diangelo

**Listening To Shame,**

Brene Brown

**Special,**

Netflix

**The Call To Courage,**

Brene Brown, Netflix

**The Power Of Vulnerability,**

Brene Brown

**Who Is Allowed To Be A Victim,**

Travis Alabanza



# DIVERSE RECRUITERS, COMMUNITIES AND PARTNERS 05

- Black Young Professionals Network
- British Arrows Doorway
- Copenhagen Youth Project
- Camden Council
- Creative Equals
- Creative Mentor Network
- D&AD Shift
- Eric Fest
- Islington Council
- Keys4life
- KX Recruit
- Out The Box
- Pocc
- The Guestlist
- The Other Box





