



Men for  
Inclusion

# How much is inequality costing your organisation?

[www.e2w.co](http://www.e2w.co)

# The opportunity

Study after study has shown how a more inclusive workplace benefits everyone -

Many men are now realising that, far from being a threat, inclusion and inclusive organisations actually benefit them personally as well. Along with happier, more successful workplaces, inclusion creates better health and wellbeing outcomes.

By freeing some men from the “straightjacket” of conforming to outdated male stereotypes, inclusion enhances opportunity and choice.

Not all men feel this way, though. Many of them feel threatened by these changes and actively resist them. Others are simply passive, thinking that inclusion has little or nothing to do with them.



Men for Inclusion help men to understand and build a personal case for championing inclusion:

## Career & Work

Inclusive firms create better cultures, values and behaviours. They are better places to work where everyone has more chance to reach their full potential. It enables everyone to perform in a happier, collaborative, less stressful environment that can give them the opportunity to work with and get to know people from different backgrounds and cultures. Being an inclusion leader will help an individual be better at their job. For leaders, they will be better leaders.

## Choice & Opportunity

Inclusive environments free men from the bounds of complying with outdated male stereotypes and societal and family pressures. Inclusion means men no longer need to behave in a certain way or follow a particular path. They can choose their own career and are not limited by society nor fitting a stereotype. They have the opportunity to be their authentic self – not judged for who they are. They can be a stay-at-home father, take paternity leave or embrace flexible working. They can also relate more readily to other diversity characteristics, e.g. socioeconomic, LGBTQ+, Neurodiversity, educational, etc.

## Health and Wellbeing

Studies have shown that inclusive workplaces and societies are happier and healthier. They have lower levels of mental and physical illness. They lead to better professional and domestic relationships.

## Responsibility

All men have received and benefited from many of these things already today. The positive changes to most men's lives have mostly been driven by women and others from underrepresented groups. So for men, it is time to step up and put their shoulders to the wheel and make their own contribution to an inclusive workplace and society.



# Accidental Sexism

If 50% of your team are experiencing accidental sexism\* illustrated in the diagram below on a daily basis, how much is that affecting their performance and potential? How much is that costing your firm? Men for Inclusion helps those in majority groups take responsibility for changes to culture, accepted behaviours and values that they own, to step forward and to step up to improve diversity and inclusion.

Research shows that these are the lived experiences of lots of women and people from underrepresented groups. As a Woman or as someone from an underrepresented group you will recognize most of them. Men, if they do recognize them, tend to underestimate the impact they are having. They are blind to their relative advantage.

Men for Inclusion is the go-to solution where organisations can unlock the competitive advantage of an inclusive workplace.

\*Ground-breaking research conducted at Murray Edwards College, University of Cambridge, by Men for Inclusion co-founder Dr Jill Armstrong to establish how men and women can work together to transform workplace culture.



I would recommend Men for Inclusion to peers and colleagues – 93% of workshop attendees agree

## The Perception Gap

**More likely to be negatively judged for behaving in ways that are more expected of men or play into negative stereotypes**



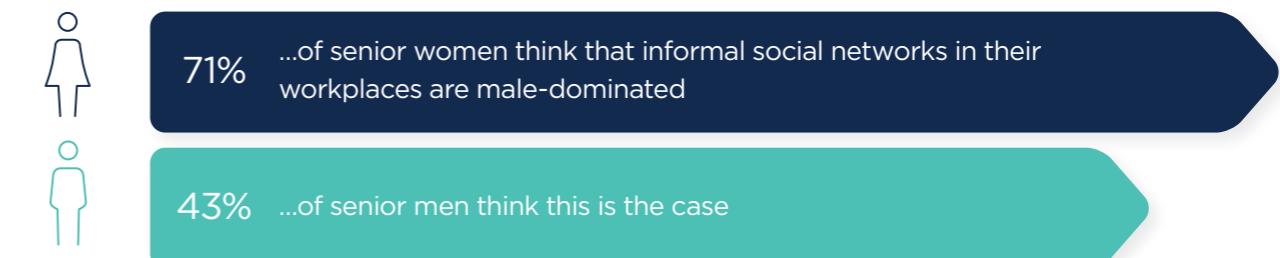
**Less likely to have access to career sponsorship of senior leaders**



**Less likely to be considered for opportunities when they have young children**

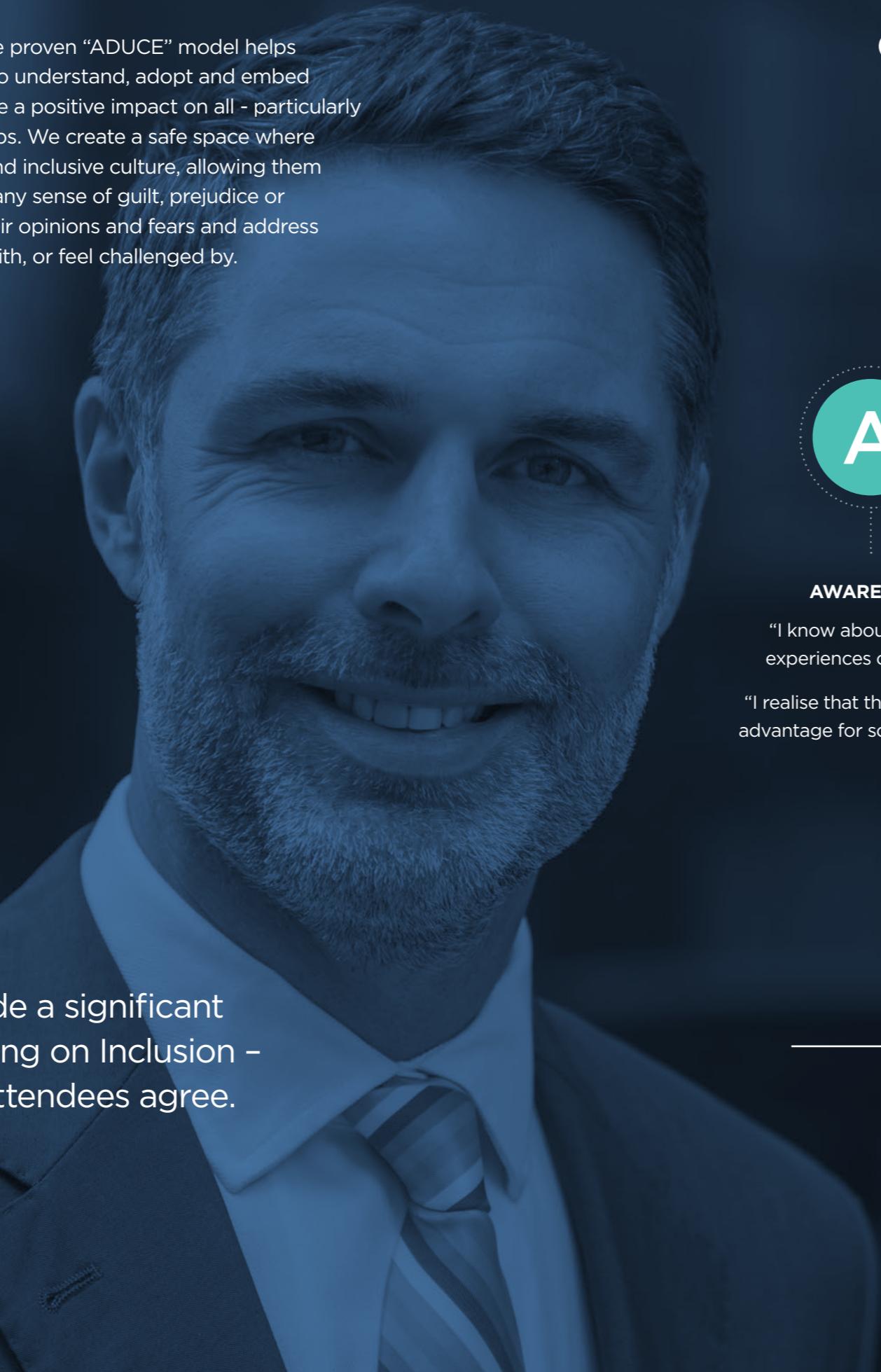


**Informal social networks in the workplace more male-dominated**



# The Change Journey

Developed by Men For Inclusion, the proven “ADUCE” model helps organisations and their employees to understand, adopt and embed new behaviours and values that have a positive impact on all - particularly those from under-represented groups. We create a safe space where men can explore their feelings around inclusive culture, allowing them to develop their own ideas without any sense of guilt, prejudice or judgement. Here, men can voice their opinions and fears and address any ideas they are uncomfortable with, or feel challenged by.



**Change does not happen overnight.  
It will take time.**

**But if not now, then when?  
If not you, then who?**



The workshops made a significant impact on my thinking on Inclusion - 80% of workshop attendees agree.



# How we can help you

From the individual to an organisational perspective, Men for Inclusion helps men to accelerate culture change within their workplace. We can do this by providing the following services:

## Organisational D&I Assessments

Measure, compare and benchmark your D&I performance, strategy and commitments against industry peers to identify issues and actions that work, driving performance, retention and the bottom line.

## Enabling conversations, building communities

Keynote talks, panel events, town halls, community and peer group support can create space for conversations on topics such as male allyship, accidental sexism, the personal case for being involved in D&I and more.

## Enabling Change – ADUCE

Our ADUCE methodology takes male leaders and managers on a journey. We create Awareness of the lived experience of others from under-represented groups. We then create a Desire for change and an Understanding of what needs to be done to achieve it. Finally, we help to build the Capability for change and Embed it into the corporate culture.

## Accelerating Change – Inclusion First Aiders

Ensuring that change accelerates and that lessons are not forgotten, we use the ADUCE methodology to build teams of Inclusion First Aiders. Inclusion First Aiders have a dual role - firstly to be the go-to port of call for those who are feeling excluded and secondly to identify and call out discriminatory behaviours and processes when they happen.

## 1-to-1 Coaching

Our in-house coaching team supports individual leaders on their journey, helping them to understand their current behaviours, values and the culture that they create and lead. Our coaching team can then demonstrate how much exclusive behaviours are costing the business - and how to drive change to maximise the inclusion dividend.

We can partner with you on other programmes or consultancy depending on your individual organisational needs, no matter where you are on your D&I development curve.

I am more aware of the impact that I can play in supporting D&I Initiatives – 95% of workshop attendees agree.

# Why Us?



## Research and Experience

We don't just have a passion for Inclusion – we are steeped in it.



## Methodology

From building awareness to embedding and accelerating change, at the core of everything that we do is years of research and expertise from the ground breaking research of Dr Jill Armstrong to the development of the ADUCE Model. We deliver changes in culture, behaviours and values that unlocks the competitive advantage of an inclusive workplace.



## An impressive track record

Real change and proven results with leading organisations:

Amundi, Aviva Investors, AXA IM, Baker McKenzie, Christies, Cloudstratex, Diversity Project, Experian, GAM, GIC, HSBC, Jacobs, LGIM, LSEG, Mizuho, MorningStar, MUFG, Natixis, Oliver Wyman, Phoenix Group, RABO, Roland Berger, S&P, SS&C, Standard Chartered and Transunion

Based on all the feedback we have received so far, our net promoter score is +63.

# Meet the team



**Gary  
Ford**

A financial services leader who became passionate about inclusivity, Gary developed the Male Allies programme at JP Morgan and wrote "The Accidental Sexist" with co-founder Jill Armstrong.



**Brian  
Ballantyne**

Harbouring a lifelong passion for inclusion, Brian wrote "Confessions of a Working Father" and now has a senior role in Diversity at Amazon.



**Mark  
Freed**

Mark has dedicated twenty years to his work at E2W, supporting women and helping them to flourish and succeed in their financial services careers. Initially frustrated at the slow pace of change, Mark recognised the imperative to get more men to drive diversity by helping them to fully understand the issues and the opportunities at hand.



**Katie  
Robertson**

Katie runs the E2W/Men for Inclusion community, so as well as being the first point of contact for members, she is in charge of driving growth and creating an environment where we can all help each other to achieve more.



**Jill  
Armstrong**

The ground-breaking research undertaken at Cambridge University by our co-founder Dr Jill Armstrong lies at the heart of our work. This research has established how men and women can collaborate to transform workplace culture, removing barriers to women's progress into leadership positions. Committed to turning her years of academic research into tangible change through Men for Inclusion, Jill also wrote "The Accidental Sexist" with co-founder Gary Ford.



Men for  
Inclusion

# Where organisations go to unlock the competitive advantage of an inclusive workplace

**Get in touch**

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**www.e2w.co**