



How Inclusive Is Your Governance?

10 Questions for Boards and Senior Leaders

Inclusion starts with governance — how decisions are made, who makes them, and who they serve.

This reflection tool is designed to help boards, executives and senior leaders assess whether inclusion is embedded into governance, leadership and organisational culture, or whether it still sits at the edges of decision making.

How to Use This Tool

For each question, rate your organisation on a scale of 1 to 5.

Score	Meaning
1	Not yet in place
2	Early awareness
3	Developing foundations
4	Consistently embedded
5	Fully embedded and evidenced

Be honest in your reflection. The aim is not perfection, but understanding where stronger governance, accountability or leadership focus may be needed.

Governance and Accountability

1. How visible is inclusion within your governance structures?

Consider whether inclusion is reflected within board and committee oversight, reporting lines and accountability mechanisms.

1	2	3	4	5

2. Is there clear ownership of EDI outcomes at board or executive level?

Who is accountable for progress, and how regularly is this reviewed or challenged?

1	2	3	4	5

3. How well is inclusion reflected within organisational reporting and assurance?

Consider whether board papers, risk registers, dashboards and performance reporting include equity or inclusion indicators.

1	2	3	4	5

Leadership and Decision Making

4. How inclusive is your decision making environment?

Representation matters, but so do influence, challenge and psychological safety.

1	2	3	4	5

5. Do leaders consistently model inclusive behaviours in practice?

Consider how leaders communicate, challenge, involve others and create accountability.

1	2	3	4	5

6. Whose perspectives may be missing from key decisions?

What formal mechanisms exist to ensure lived experience, staff insight or stakeholder perspectives inform decision making?

1	2	3	4	5

Culture and Systems

7. How well do organisational culture, behaviours and policies align?

Consider whether values and expectations are experienced consistently across the organisation.

1	2	3	4	5

8. How safe do people feel to raise concerns or challenge inequity?

What mechanisms exist for employees or stakeholders to provide honest feedback or challenge bias safely?

1	2	3	4	5

9. How do you measure inclusion beyond compliance?

Consider whether you use engagement insight, lived experience or outcomes based indicators alongside workforce data.

1	2	3	4	5

10. How does the organisation respond when inclusion gaps or challenges are identified?

Are lessons acted upon transparently, and is accountability maintained over time?

	2	3	4	5

Interpreting Your Results

Add together your scores across all ten questions.

40–50 points

You have strong foundations for inclusive governance. The next step is refining how impact is measured, evidenced and sustained.

25–39 points

Momentum is building. Focus on strengthening accountability, consistency and how inclusion is reflected within leadership and decision making.

Below 25 points

Inclusion may not yet be embedded into governance or operational practice. There is an opportunity to move from commitment to more structured implementation and accountability.

Next Steps

If your organisation identified gaps in governance, accountability or culture, the ICI approach can help translate insight into measurable action.

Diversity ICI Consulting supports boards and leaders to strengthen inclusive governance through practical, governance led culture change.

 nikki@diversityici.com

 www.diversityici.co.uk

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