

Radical INCLUSION

How we built a **bossless**, entrepreneurial culture,
radically inclusive by design.



Radical INCLUSION



Let's start with Why.

What Do We Mean by Radical Inclusion?

Diversity & Inclusion as a Design choice.

Our Lens of Inclusion.

Why We Wrote This?

The Big Idea.

The Codewave Way.

why



In a universe that's diverse, inclusive, and symbiotic by nature, why do so many organizations still design for sameness?

Codewave was founded on a belief that workplaces can be built like **living, breathing ecosystems** — not machines. Our biggest disruption so far has been in the way we **approached people**.

Diversity gives you new ways of seeing the world, taps into the **ingenuity of every individual**, sparking disruptive outcomes.

But inclusion is what transforms diversity into power — **when every voice counts & when participative leadership is the default**.

Inclusion is what makes everyone feel **mattered**.



WHAT DO WE MEAN BY RADICAL INCLUSION?

Radical inclusion is about busting bias, hierarchy and privilege, and designing systems where **everyone has equal access** to information, power, and opportunity.

It's not about inviting someone to the table.

It's about **making everyone feel they're already invited.**

This isn't soft inclusion; **it's bold, fearless, and systemic.**



DIVERSITY AND INCLUSION AS A *design choice*



NOT CSR.

Too many organizations treat diversity & inclusion as — a Brand initiative or HR metric.

But true inclusion is systemic.

It's designed into the way power is distributed, decisions are made, and information flows.

BUT A CHOICE.

It's about **intentionally designing spaces & systems** where every individual has the autonomy to co-create, trusting:

- **Everyone** is a creator.
- **Everyone** can make decisions with the right information, clear outcomes & boundaries.

OUR LENS OF INCLUSION



Radical inclusion to us is about seeing the same greatness in others that we see in ourselves — **living the spirit of “Namaste”**.

It means recognizing the human behind the role, leading without titles, and creating a culture of **zero power distance**.

We believe

- Respecting **everyone** we come in touch with.
- Being bias-free, title-free and **ego-free**.
- Ideas can come from **anywhere**.
- Treating everyone as responsible **adults**.
- Making information radically **transparent**.
- Trusting the wisdom of the **crowd**.
- Taking everyone along, leaving **no-one behind**.





WHY WE WROTE THIS

We've experienced how inclusive, empowering, autonomous (bossless) cultures create unstoppable teams.

We've also faced skepticism: **"Sounds cute, but can't scale."**

But we're thriving resiliently — like a tardigrade, proving that **you can be nice and still win**. When you trust people, they rise. And when you tap into the greatness in every individual, they nudge each other to do the right thing.

We wrote this playbook for CXOs leading the future of work.

THE BIG IDEA

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We believe inclusion starts with **hiring**, without assumptions. We never hired for degrees instead looked for skills like **listening, empathy and entrepreneurial spirit** to solve problems, go from idea to product.

What sustains a culture of inclusion is **the habit of leading with curiosity.**

Switching from telling to “**asking**”, inviting voices.

With a simple checklist that asks the right questions about outcomes, what we call the **Boundaries of Action (BOA)** — individuals & teams not only **speak up, voice ideas & act responsibly**, they become inspiring rolemodels for others.

This playbook will briefly share:

- How our “BYOB” (Be Your Own Boss) culture encourages people to do the work they love.
- How our “BOA” (Boundaries of Action) tool empowers people to take local decisions, and think like leaders do.
- How practices like “Social Contract” and “Peer-to-Peer” feedback keep everyone honest.



THE CODEWAVE WAY

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Radical inclusion doesn't just happen. It's **designed**.

Like any great product, culture is a system of values, choices, behaviors, defaults, and rituals that either create belonging or distance.

At Codewave, we chose belonging. **We chose mattering.**



BYOB = Be Your Own Boss.

We broadcast new opportunities openly, so everyone regardless of background, identity, title or seniority — gets to choose the work they love and the role(s) they want to play.

Because inclusion also means having the power to show up fully, speak your truth and shape your path.

We believe every individual can make great decisions for themselves and in the larger interest, when they have:

- The right questions & the right information.
- The right intent.
- Clear boundaries of action (BOA).

This is the opposite of micromanagement.

No one “above” to tell you what to do. You get to think, voice your thoughts, and own your space.

Because in our culture — everyone's voice matters.



BOA = Boundaries of Action.

At Codewave, inclusion means enabling **everyone** — regardless of identity, seniority, or title to get involved, make local decisions, and lead with confidence.

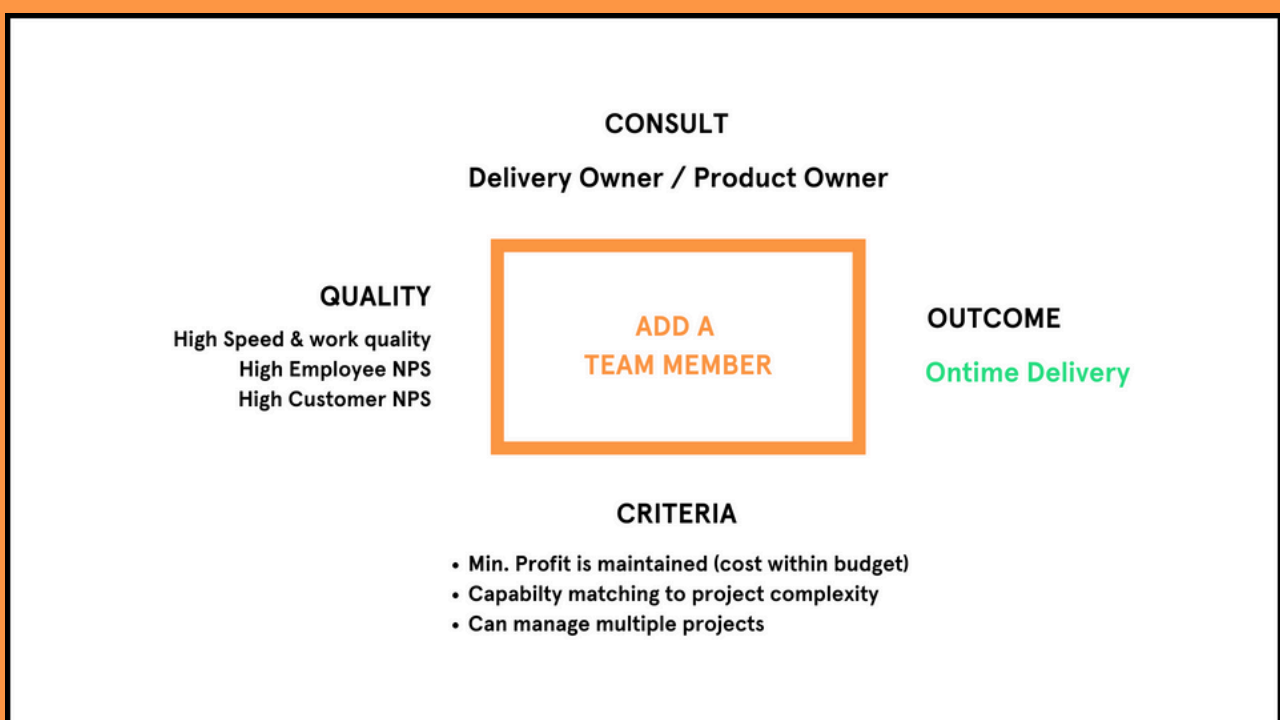
BOA is our “**alternative control**” — replacing traditional command-and-control to ensure every voice counts, and outcomes are achieved.

It helps teams **make decisions locally** — from hiring to firing, to saying yes to customers, without waiting for “approval”.

A BOA generally answers:

- What can I decide on my own?
- What do I ultimately want out of the decision?
- What criteria must be met to make it a good decision?
- How do I ensure it benefits the org?
- When should I seek consent?
- Whom should I consult when in doubt?

The more intelligence and maturity a team demonstrates, **the wider their BOA gets**. We design for trust, not control.



Social CONTRACT

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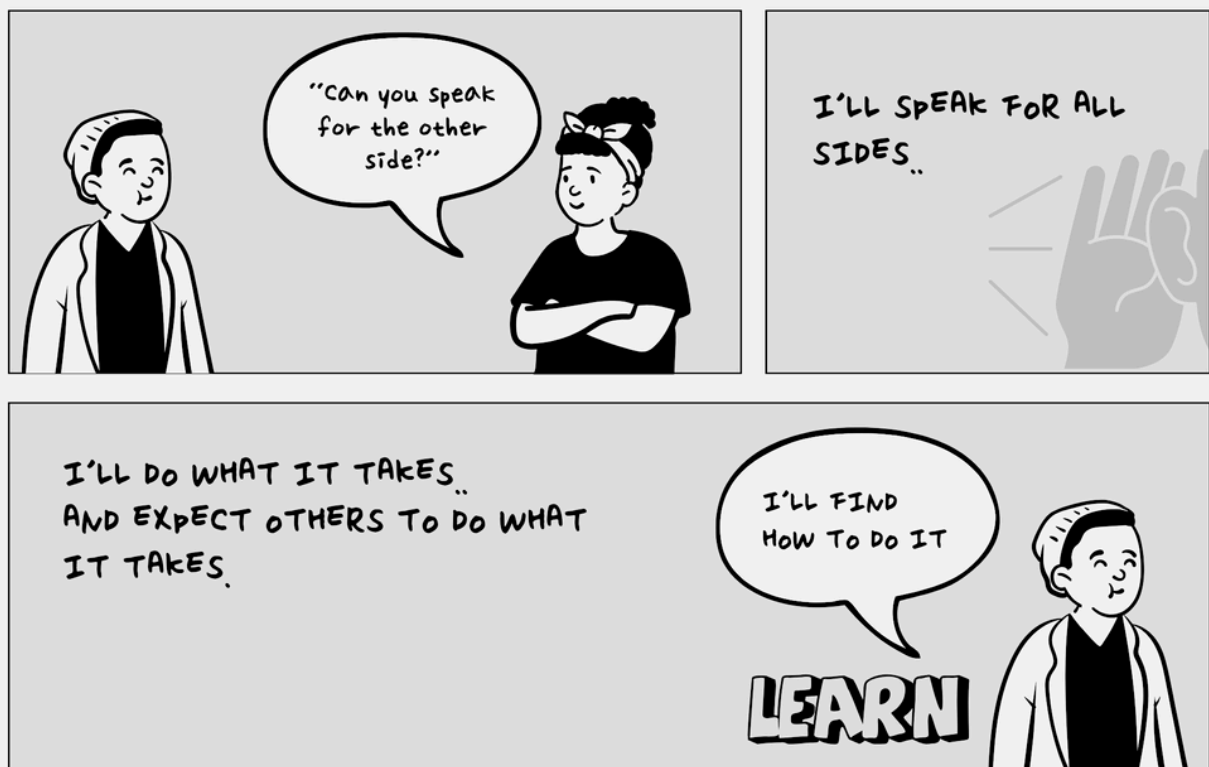
Inclusion is also about **who gets to shape how we work.**

At Codewave, every project kicks off with a Social Contract — a living agreement **democratically created by the team** on how the team will work together, make decisions, communicate, resolve conflicts, and stay accountable on the journey of realising the shared vision.

There's no one "above" telling people what to do.

Teams decide:

- How they'll show up for each other
- How they'll collaborate to deliver value
- How they'll give and receive feedback
- What happens when agreements are broken
- How and when they'll revisit the social contract



Peer FEEDBACK

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Traditional feedback = once a year, top-down, and loaded with anxiety.

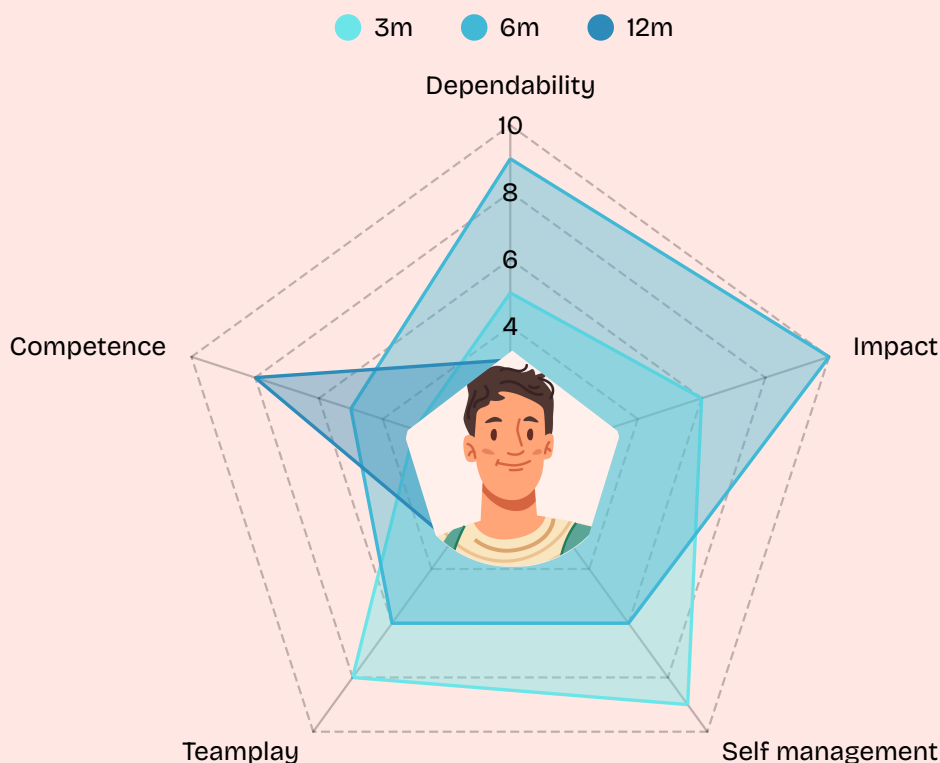
Ours = peer-to-peer, anytime, and designed for daily growth.

Everyone can give feedback to anyone — regardless of seniority or title, including the CEO. Feedback can be declined if it's irrelevant or not actionable — keeping the process ego-free. Because inclusion also means **feeling safe to be heard, and supported to grow**.

We don't just evaluate competence — we see dependability, teamplay, impact, and self-management, as "performance".

Additionally, leaders rolemodel vulnerability as strength, making it safe to be emotionally exposed.

That's how we've built a culture where feedback isn't feared — it feels safe, and it fuels growth.



DIVERSITY AT CODEWAVE

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- ✓ Different **generations** (Gen X to Gen Z).
- ✓ Different **cultures**, languages and faiths.
- ✓ Different **backgrounds** (from performance artists to xerox shop owners).
- ✓ Different **abilities** (including people with physical disabilities).
- ✓ Different **genders**: 1 in 3 Codewavers is a woman.



[Check out our Employee Handbook](#)

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Clutch Rating

4.8 ★★★★★ 27 reviews

glassdoor Rating

4.7 ★★★★★ 86 reviews

Google Rating

4.7 ★★★★★ 88 reviews



Codewave is the **only** Org from India 🇮🇳 to win the global **ZeroDX Awards** for Culture, A **Top GenAI Company** and 4x Clutch Global Leader in Digital Innovation, A 3x **Top App Development Company** on TechBehemoths.

2024 🏆
AWARDS



LET'S CREATE
Radically
INCLUSIVE SPACES.

[Check out our WorkOS Glue, For SelfManaged Teams.](#)