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2021

WORKPLACE
CULTURE REPORT

Inclusion

From our President

The world has changed. It is no longer an option to take a half-hearted approach to Diversity and Inclusion in our workplaces. The systemic inequities that exist are affecting employees by hampering productivity, stalling innovation and ultimately, tarnishing corporate brand and goodwill. Having an inclusive workplace has become a core competency. Just like other competencies, being inclusive is a skill that takes practice and development, and it's become table stakes for any organization to thrive in today's market.

I believe that companies have a unique opportunity to change the world. I joined Emtrain because I saw a unique perspective, deep expertise, innovative technology, and a research-based methodology to drive respect, equity and inclusion within organizations. I'm delighted to partner with CEO & Founder Janine Yancey to bring these insights and solutions to the world. Reach out to learn how we can help you be more intentional and focused in your drive for Inclusion at your organization.

Odessa Jenkins

President, Emtrain

A Data-driven Approach to Inclusion

This report introduces Emtrain's framework for measuring Inclusion and presents a series of findings. The data in this report is generated by Emtrain AI, a SaaS platform, based upon learner responses in Emtrain online training courses Unconscious Bias and Diversity & Inclusion. These are dialog-based programs that use situational judgment tests and social polling to capture sentiment reflecting employee's experiences at work and their observations of their organization's workplace culture. This report references **7 million** employee sentiment data points from **83,000+** employees at nearly **100** companies collected from September 2019 to April 2021. Please see our more detailed methodology at the end of this report.

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Inclusion in Today's Workplace

For all the effort being put into diversity and inclusion, progress has been slow. We found:

Only **1 in 2 (53%)** people believe their workplace culture is "healthy" in the area of diversity and inclusion.

Similarly, only **1 in 2 (52%)** believe their organization has a genuine commitment to inclusion.

Less than half of individuals **(42%)** feel their companies have clearly defined their diversity and inclusion goals.

Only **1 in 3 (33%)** people believe their company leaders are doing enough to create a sense of belonging in the workplace.

However, there is some good news:

80% of people believe teams make better decisions when there's employee diversity.

73% of individuals believe that they have something to learn from people who differ from them.

We believe leaders need more tools and a framework to make progress on Inclusion. We have a recommendation and solution for accelerating progress and it starts with viewing Inclusion as a competency that requires skill development.

Why It Matters for Business Executives

In the last year, we were exposed to how deeply rooted inequities are in our society, organizations and people. Following George Floyd's tragic murder last summer, companies publicly acknowledged that they had to do more to solve inequities in their workplace and communities.

Around the same time, the Securities and Exchange Commission (SEC) issued a new disclosure rule, requiring publicly traded companies to measure and report on diversity and inclusion through the employee lifecycle, including talent acquisition, leadership demographics, and retention rates as key elements of corporate brand and value. This adds to the corporate governance trend where investors, boards and regulators are increasingly requesting measurements and reports of key diversity and inclusion metrics.

There's nothing more important in 2021 than operationalizing diversity, equity and inclusion throughout the employee experience. Just like organizations saw a huge spike in harassment claims due to #MeToo, organizations are starting to see a spike in Equal Employment Opportunity (EEO) claims as employees push for more equity and inclusion. Executives must drive diversity, equity, inclusion, and belonging as strategic business initiatives. To do so, they must:

- **Understand the behaviors and skills that create inclusion**

- **Gather and analyze insights**

- **Monitor leading indicators of inclusion for risk and opportunity**

- **Implement programs and processes to help create meaningful and measurable progress**

There's nothing more important in 2021 than operationalizing diversity, equity and inclusion throughout the employee experience.

A System for Developing (and Measuring) Inclusion

We're deeply optimistic about our collective opportunity to drive Inclusion because Inclusion is a competency; a set of skills we can all develop[1] and practice. In the sections that follow, we will show you how. Our unique approach comes from years of investigating thousands of employee conflicts; our development team (made up of former litigators, executive managers, seasoned learning professionals, organizational psychologists, and data analysts) witnessed clear patterns of behaviors. We noticed that when organizations had people problems, they treated the symptoms but didn't understand the underlying issues that caused the problem. So we mapped conflicts back to root causes, and as we did, a framework emerged. We realized we could identify and train the behaviors and skills that create value in the workplace. Our framework can also measure progress as skills are growing, and risk where behaviors are counterproductive.

Our framework for Inclusion is based upon six **Inclusion Indicators**, which group the key behaviors and skills that are critical to creating an inclusive workplace culture. We found that these are not normally measured, tracked or reported on, in part because they are invisible. Yet, our research finds that these Indicators provide deep insight into what is brewing in your workforce ranks, and have potential to predict future outcomes. In short, our **Inclusion Indicators**, combined with our **Inclusion Benchmark**, make the invisible visible so leaders can identify, measure, and track behavior change to increase Inclusion, diminish risk, and increase your organization's value.

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[1] Hewlett, S. A., Marshall, M., & Sherbin, L. (2013). How diversity can drive innovation. Harvard business review, 91(12), 30-30.

Inclusion Indicators

Organizations create Inclusion by intentionally setting policy and expectations, creating disciplined processes, and defining model behaviors. **Decision-Making Processes** create structure around key human capital management actions (recruiting, career development, promotions) and internal interactions (task allocation, communications, meetings) to help mitigate bias. **Valuing Differences**—explicitly acknowledging and embedding appreciation of diverse perspectives and life experiences—in corporate communications, department and team structures, and cross-functional strategic projects helps set standards and expectations. And in fostering a culture of **Allyship**, leaders seek opportunities to create social equity for those who wouldn't otherwise have it, role modeling actions that up-level the playing field for all.

Inclusion can't only be a top down endeavor. Individual employees come into an organization with their own beliefs, biases, and life experiences. To create an inclusive environment, an individuals' **Demographic Experience** should be broad, with awareness of other cultures, generations, and life experiences: otherwise people are prone to rely on harmful stereotypes. The skill set of **Curiosity & Empathy** enables listening and learning and creates a growth mindset that shifts away from negative judgment. And co-workers are the ones who can create an environment where **Authenticity & Belonging** thrive, enabling greater social well-being.
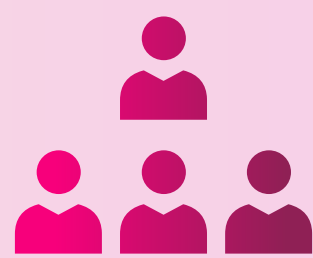
Organization

Individual

DECISION-MAKING PROCESSES
A structure for making decisions that is fair and consistently used.

VALUING DIFFERENCES
The awareness, acknowledgement, and appreciation of differences.

ALLYSHIP
Behaviors that create social equity, access, and opportunity for those who wouldn't otherwise have it.

DEMOGRAPHIC EXPERIENCE
The experience gained by interacting with people from different race, gender, age, class, and other characteristics.

CURIOSITY & EMPATHY
The practices of listening and learning about others without negative judgment.

AUTHENTICITY & BELONGING
The condition of social well-being where you can express yourself and feel accepted.

Decision-Making Processes

A structure for making decisions that is fair and consistently used.

What Is It?

Perhaps the best understood and in some cases implemented, **Decision-Making Processes** define how organizations fairly and consistently manage recruiting, career advancement and promotion, as well as daily interactions like work processes, task allocation, meetings, and communications.

Why It Matters

Having an intentional process for key decisions and interactions helps reduce errors by ensuring that decisions are made intentionally, based on data, not taking shortcuts that may favor some people over others. When there's no structure or oversight around decision-making, people are more likely to make decisions based on assumptions or gut feelings that reflect unconscious biases, rather than objective business-focused reasons.

Research shows that making a regular practice of discussing and reviewing each stage of your team's work processes—from goal setting, through execution, to results—reduces errors and creates value[2].

Data & Actionable Insights

Despite the importance of **Decision-Making Processes**, **less than half of employees report that they see their organization using structured processes for meetings, interviews or evaluations.**

When organizations don't have structured processes—or people fail to follow them—they create risk of biased outcomes. **Meeting agendas may seem unnecessary, but they enable neurodivergent, introverted, and deeply analytical co-workers to prepare to participate.** Encouraging everyone to contribute a comment or idea in a "round-robin" system helps extract information from each person, ensuring different perspectives and views are heard.

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[2] Schippers, M. C., Edmondson, A. C., & West, M. A. (2014). Team reflexivity as an antidote to team information-processing failures. Small Group Research, 45(6), 731-769.

Recruiting and promotion processes that are clearly delineated, communicated, and followed can be instrumental in ensuring that a slate of diverse candidates have equal opportunity to get to the next level of their career.

Identifying a matrix of core skills, weighted by importance, and the exact questions an interviewer or assessor should ask to determine which candidate has the superior skillset, creates a more scientific process for evaluation. When assessments are unstructured, decision-makers are more likely to make quick judgments, leading to confirmation bias, which influences both the assessment and final recommendation.

There's an opportunity to teach interviewers key skills to ensure their interviews are unbiased. HR and Learning and Development leaders can champion both the disciplined recruiting process and the interviewing skills, even requiring training of anyone involved in the hiring process.

Only
40%

of people consistently use a meeting agenda and ground rules to ensure everyone is heard.

% of employees who responded *100% of the time* to "How often do people on your team use a meeting agenda and ground rules to ensure everyone is heard?"
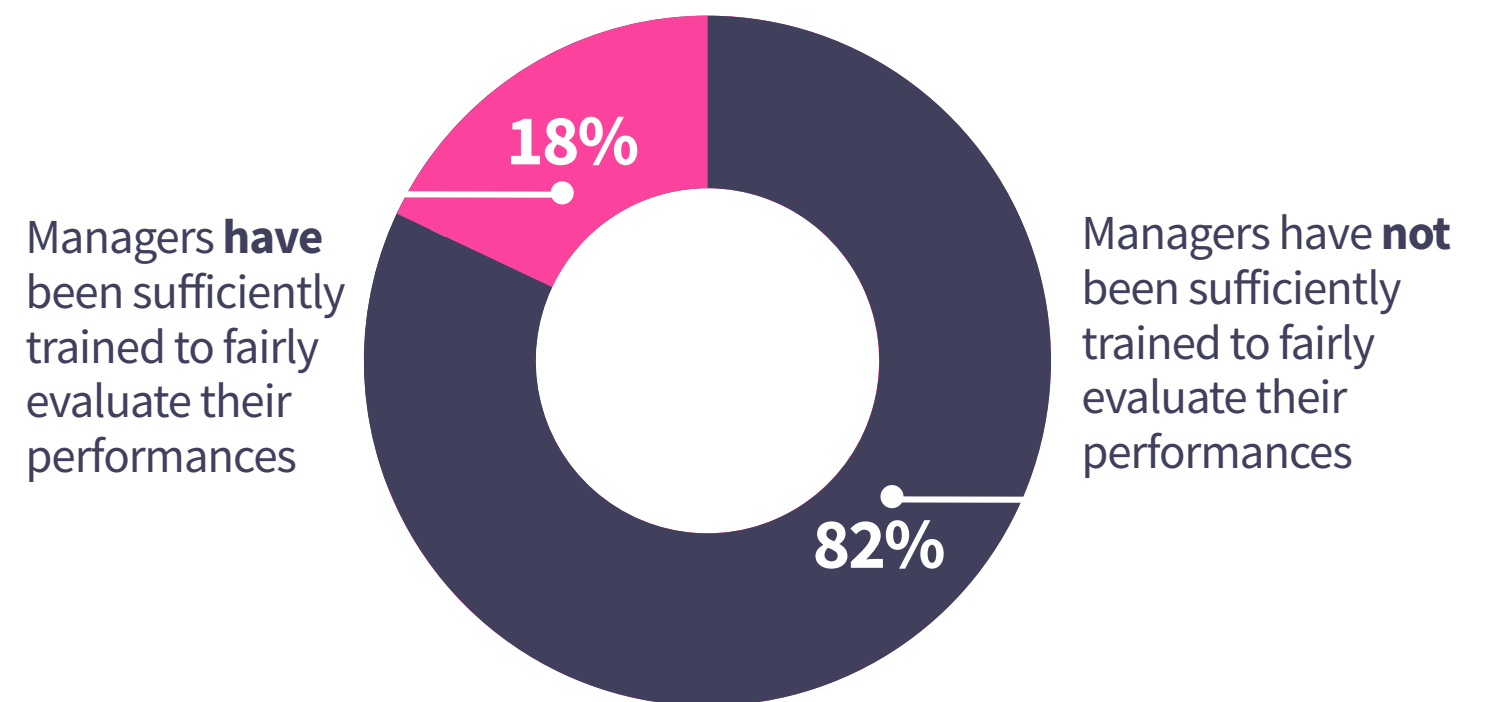Source: Workplace Culture Report 2021: Inclusion, ©2021 Emtrain

Only
45%

of people consistently use a structured process for conducting interviews.

% of employees who responded *All or almost all the time* to "My team uses a structured process for conducting interviews."
Source: Workplace Culture Report 2021: Inclusion, ©2021 Emtrain

" *...Upper management [is] very culturally homogenous while the main workers were relatively diverse. There [is] a very obvious feeling of being left out in terms of promotion possibilities and just a feeling of belonging if you weren't in that cultural group of the upper management.** *

*The quotes in this Report come from anonymous learners in our courses.

> *We evaluated our promotion process for Senior Engineer and felt it too narrowly focused on people with a preference for one of the technical career paths beyond Senior Engineer, rather than the management career paths. Re-evaluating that allowed us to see what other competencies qualified someone for Senior Engineer.*

Less than 20% believe their managers have been sufficiently trained to fairly evaluate their performance.

18%

Managers **have** been sufficiently trained to fairly evaluate their performances

Managers have **not** been sufficiently trained to fairly evaluate their performances

82%

% of employees who responded *Agree* or *Strongly Agree* to "Most managers in our organization have been sufficiently trained on how to apply consistent criteria when evaluating employees."
Source: Workplace Culture Report 2021: Inclusion, ©2021 Emtrain

Only 31% of employees say their teams use a structured process to evaluate employee performance.

There **is** a structured process to evaluate performance

31%

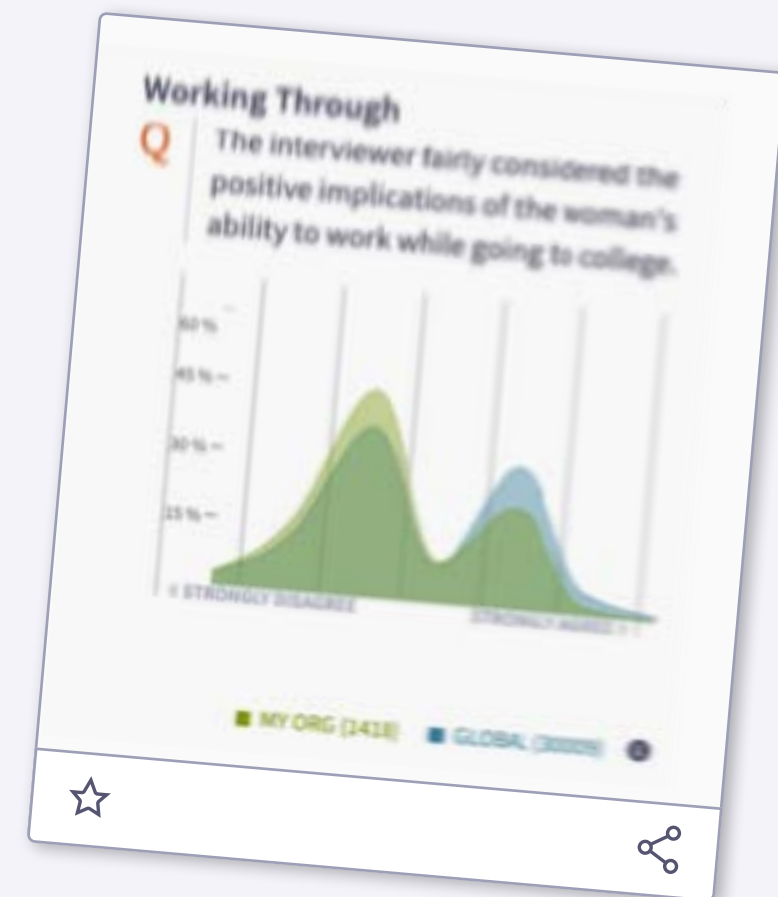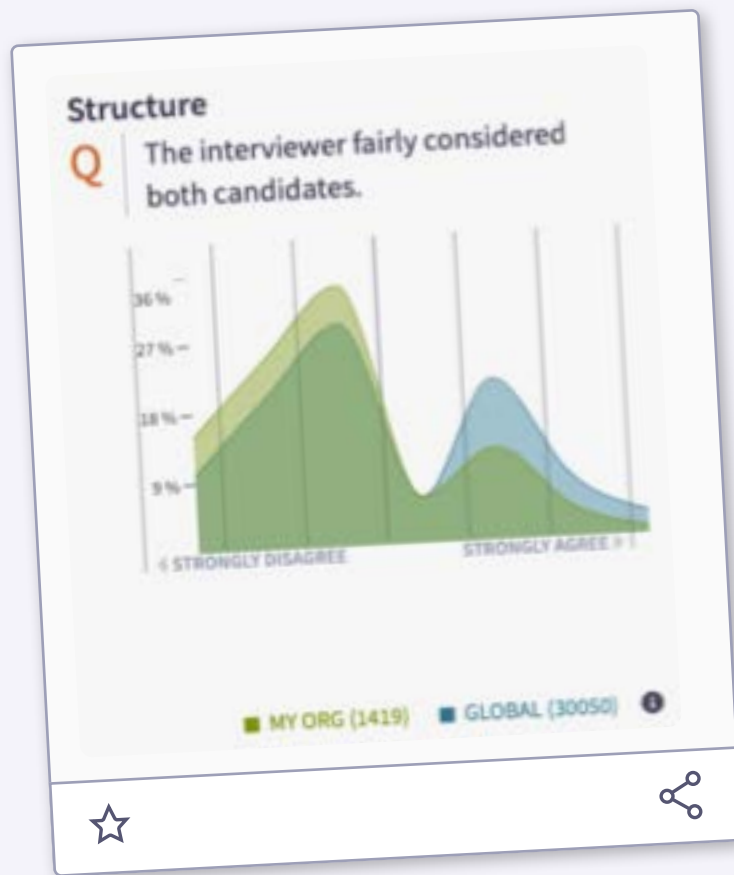There is **not** a structured process to evaluate performance

69%
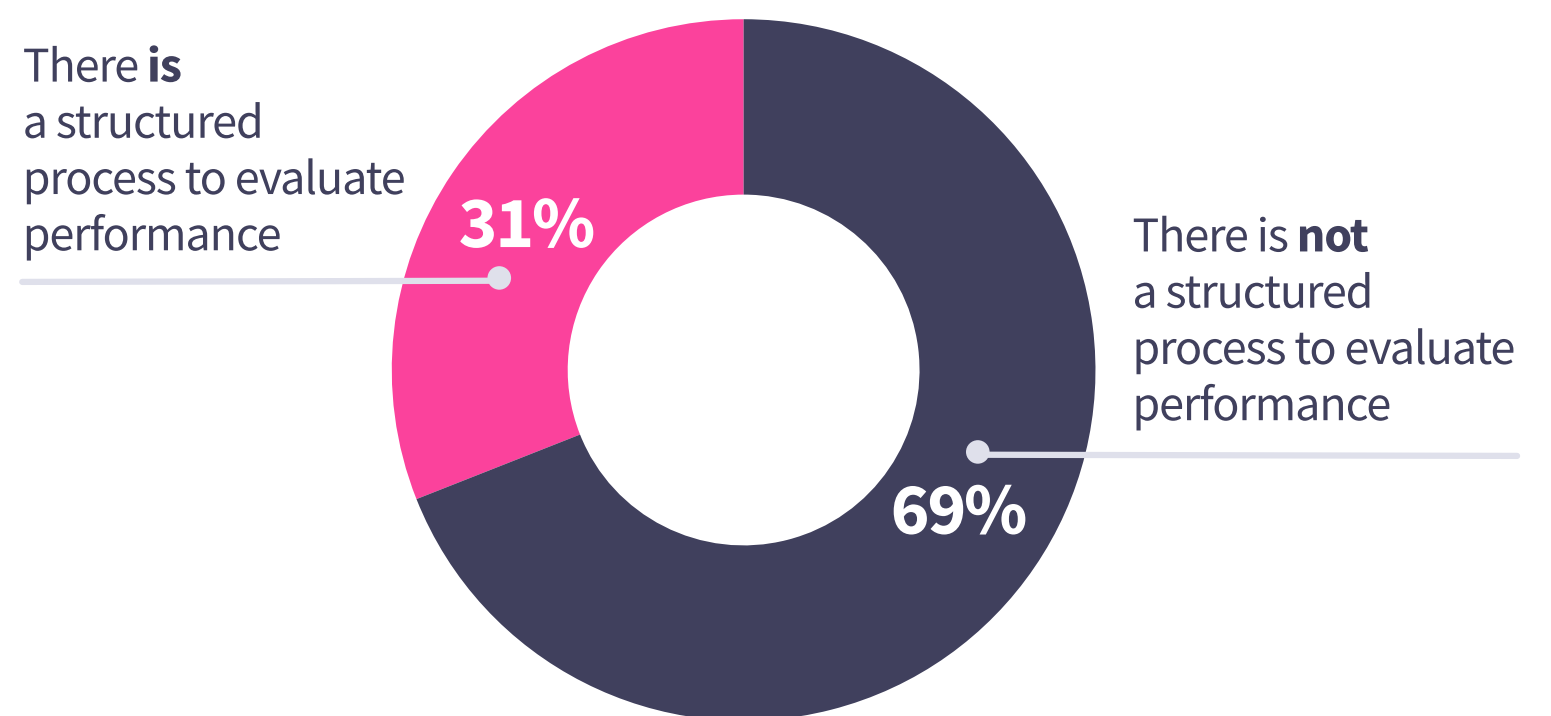
% of employees who responded *Agree* or *Strongly Agree* to "Our team uses a structured process to evaluate employee performance."
Source: Workplace Culture Report 2021: Inclusion, ©2021 Emtrain

> *A former recently hired employee failed to treat a woman team member with the respect she had earned from her experience and job performance. In the end, the employee was let go and the team member was given a significant promotion. I could imagine it going the opposite way in other orgs even if it were not justified.*

What Do You Think?

Watch an example of an interview to see how you perceive it.

Structure
Q The interviewer fairly considered both candidates.

36 %
27 %
18 %
9 %
< STRONGLY DISAGREE   STRONGLY AGREE >

■ MY ORG (1419)   ■ GLOBAL (30050)

Influencers
Q The fact the interviewer identified and shared common experiences gave the male candidate an advantage.

60 %
45 %
30 %
15 %
< STRONGLY DISAGREE   STRONGLY AGREE >

■ MY ORG (1418)   ■ GLOBAL (30024)

Working Through
Q The interviewer fairly considered the positive implications of the woman's ability to work while going to college.

60 %
45 %
30 %
15 %
< STRONGLY DISAGREE   STRONGLY AGREE >

■ MY ORG (1418)   ■ GLOBAL (30009)

Valuing Differences

The awareness, acknowledgement, and appreciation of differences

What Is It?

Valuing Differences is the ability to go beyond acknowledging and accepting one another's differences, but actually creating the space that allows diversity to be seen and to flourish. By developing opportunities and ways for people to appreciate and leverage differences, organizations create systems and processes that foster inclusion and build value.

Why It Matters

Valuing Differences enhances innovation by capturing the advantage of different perspectives and ideas. It's also key to inclusive workplace cultures. The more colleagues appreciate differences, the more they'll gain from them.

Research shows that in response to the different viewpoints that diversity brings to light, diverse teams expend more effort than homogenous ones to explain and defend their viewpoints[3]. This dialogue makes everything better.

Data & Actionable Insights

80% of people believe diverse teams make better decisions, yet many individuals don't feel their differences are deeply valued by their manager or team. Why is there such a disconnect? Because valuing differences takes advanced skills like talking through different viewpoints rather than overriding them—skills that are not often taught in the workplace.

Organizations should seek out and recognize leaders who are good at **Valuing Differences**. Not only do they create a more positive workplace experience for more employees, but they have great influence over how people are perceived. Managers who are skilled can advocate, reinforce and model the behaviors that are needed to drive this aspect of inclusion.

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[3] Phillips, K. W. (2014). How diversity makes us smarter. Scientific American, 311(4), 43-47.

HR and Learning & Development teams can look to identify programs and training for both managers and employees to make them more aware of the benefits of diversity and how **Valuing Differences** can improve the quality of the work they deliver and their workplace relationships.

In our Unconscious Bias training program, we see that **more than half (54%) of employees understand they make assumptions about people based on limited information, and of that number, 69% believe they can reduce those assumptions** by getting to know people who are different from them. This is a start in building awareness and behaviors—and the broader skill set — to start **Valuing Differences**.

4 in 5 people
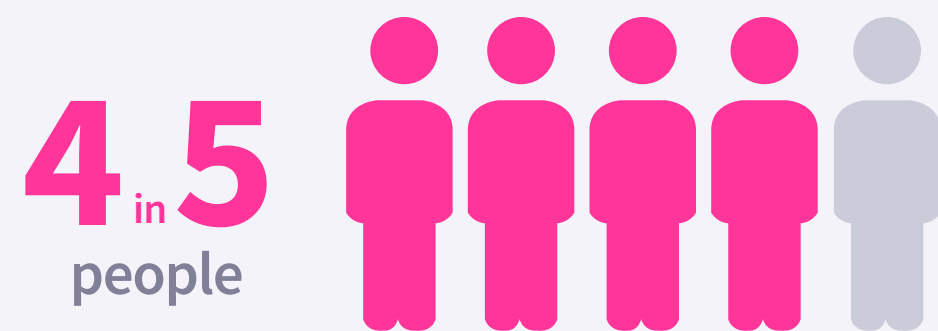
believe diverse teams make better decisions

…but only

1 in 5 people
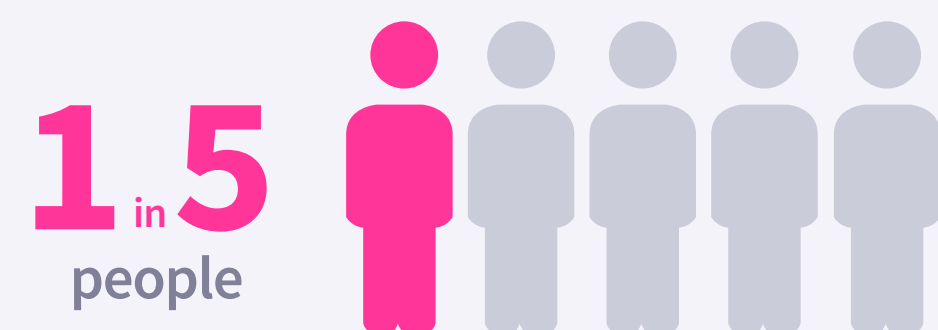
believe their managers truly value their differences.

% of employees who responded *Agree* or *Strongly Agree* to "In my experience, teams arrive at better decisions if members have different skills, backgrounds, and/or experience sets."

% of employees who responded *Agree* or *Strongly Agree* to "My manager values the ways in which I am different."

Source: Workplace Culture Report 2021: Inclusion, ©2021 Emtrain

More than half (54%) of employees understand they make assumptions about people based on limited information.

"
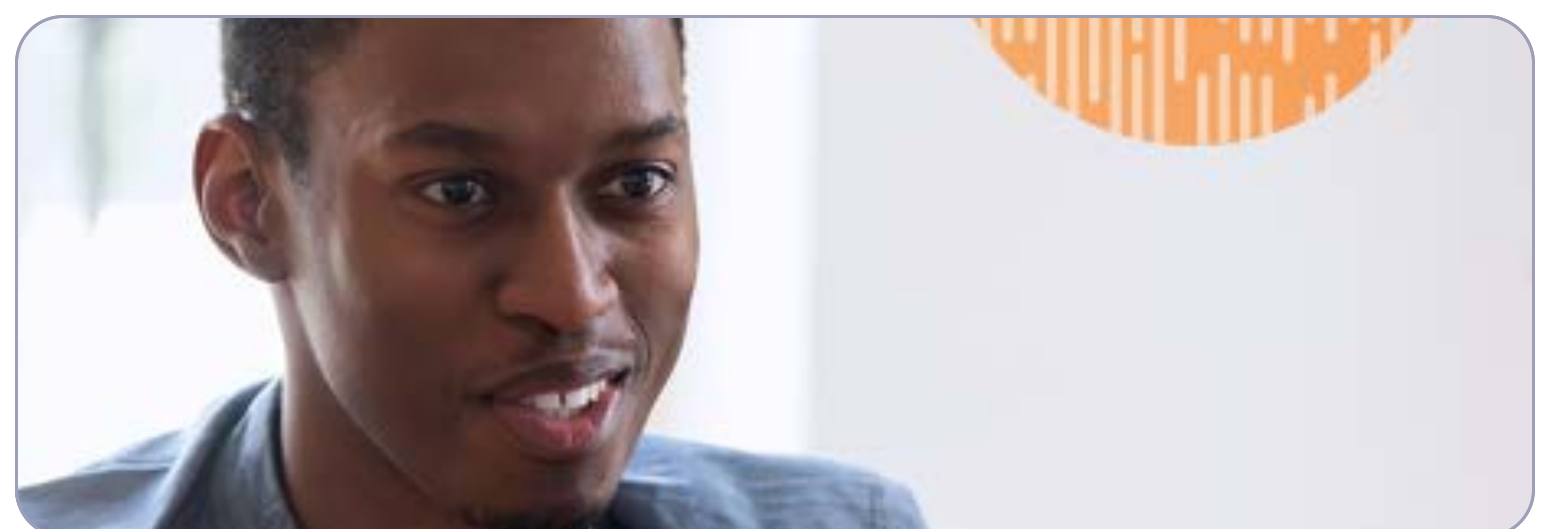
Working with different ages, races, and everything else has helped our workplace expand because we all have a part of teaching each other something new everyday and that doesn't even have to have anything to do with work it could be just life in general and I love it.

Valuing Differences can improve the quality of the work they [employees] deliver and their workplace relationships.

"

With all the mask wearing , it has been difficult for our hearing impaired customers. I was pleasantly surprised to find one of our new hires can use sign language. Win.

"

Working with a team of many different backgrounds and native languages helped us reach more people as more people felt comfortable shopping with us and we had more knowledge of cultural events that were important to customers from different communities

"

… the company was originally a bunch of good ole white boys. As the company grew the leader saw he needed diversity and new ideas…even if he had to steal talented people from other companies. He trained those he had….a lot…and grew the leadership from inside and out.

Allyship

Behaviors that create social equity, access, and opportunity for those who wouldn't otherwise have it

What Is It?

Allyship involves using your privilege to make a difference for those who do not have the same opportunities. **Allyship** can take many different forms. It's creating awareness of differences by using inclusive language or speaking up for someone who may not have an opportunity to express themselves. In an organization that does not have diverse leadership, Allyship shrinks the gap between decision makers and people who are affected by those decisions.

Why It Matters

Allies help ensure that people who are underrepresented in the organization are heard, seen, and developed. Allies look out for people to get them connected to opportunities they would not otherwise have been considered for. Allies help ease the burden of having to work twice as hard or be twice as loud to be recognized. Ideally, allies help others gain a position, profile or relationships in which they are recognized so they are no longer discounted or ignored. For the organization, Allyship increases the number of productive contributions and positive outcomes from the organization's investment in talent because **Allyship** interrupts bias and increases leadership opportunities for underrepresented groups[4].

Data & Actionable Insights

Allyship is important because some people have a much worse experience in the workplace than others. **When allies provide support to others who are undervalued or underrepresented, they help to level out the playing field.**
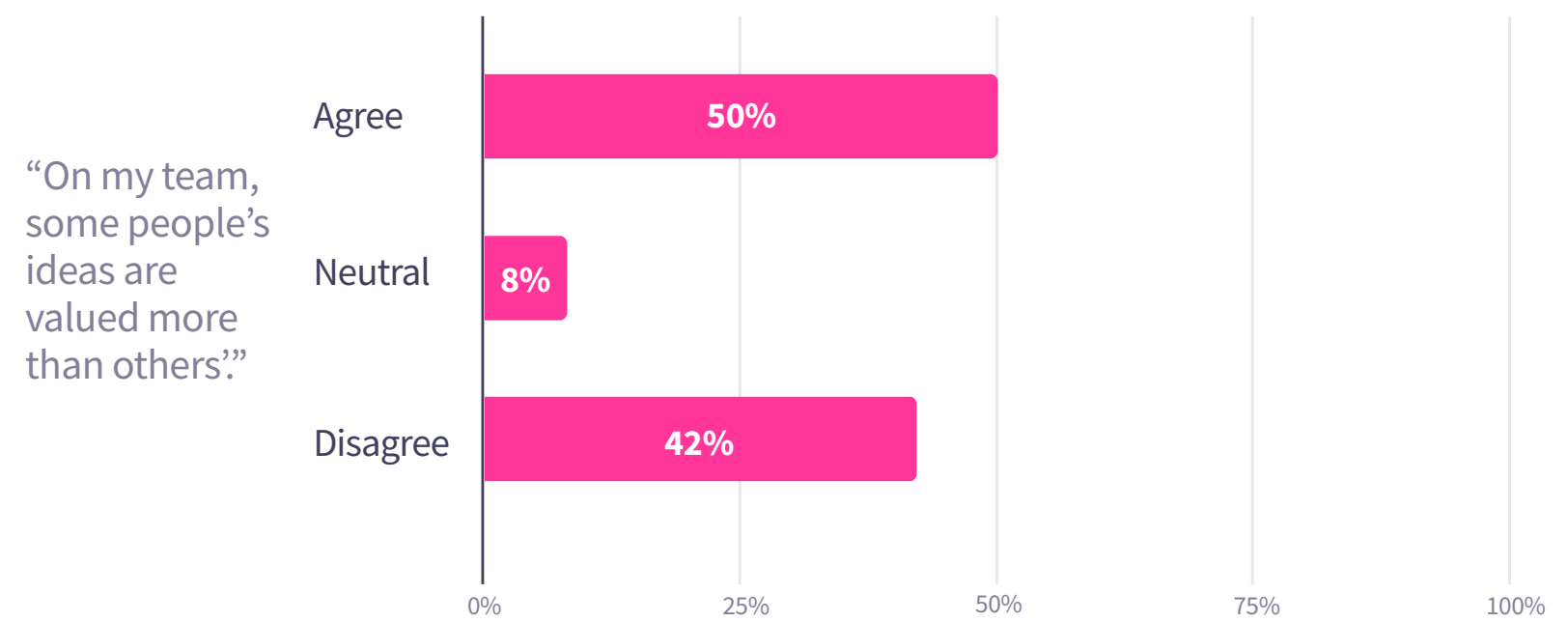
For example, **when we ask if some people's ideas are valued more than others, there's an equal and opposite reaction: 50% of people agree, and 42% of people disagree.** While it may seem like ideas are valued equally, clearly they are not.

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[4] Erskine, S. E., & Bilimoria, D. (2019). White allyship of Afro-Diasporic women in the workplace: A transformative strategy for organizational change. Journal of Leadership & Organizational Studies, 26(3), 319-338.

People whose ideas are recognized and applauded may be unaware that they are receiving favor. People who feel their ideas are not valued are much more acutely aware of it. The real issue comes when people stop sharing their ideas—this stifles problem solving and innovation. Activating allies who help amplify others' ideas can help solve this problem.

Too often, meetings move fast and there's perceived agreement or alignment when in fact there's not. **People who are underrepresented or undervalued have to consciously consider when and how often they speak up, especially if they get negative or neutral feedback when they do.** Many times, they choose not to speak at all. Allies can play a role in creating an environment where people can feel comfortable disagreeing with others. Taking a moment to say "I really respect this person's opinion and I think they may have another perspective we need to hear" creates the opportunity for someone to contribute their perspective and a safer space when they disagree with consensus. Training that explains the concept of **Allyship** and shows how to enable opportunities for another can help employees gain the skills they can use to be allies to their co-workers.

While some assume that everyone's ideas are valued, almost half of employees would disagree.

"On my team, some people's ideas are valued more than others'."

Agree	50%
Neutral	8%
Disagree	42%

0%   25%   50%   75%   100%

Source: Workplace Culture Report 2021: Inclusion, ©2021 Emtrain

Only

30%

of employees feel comfortable disagreeing in a meeting.

% of employees who responded *Agree* or *Strongly Agree* to "I feel comfortable sharing an opposing viewpoint in a team meeting."
Source: Workplace Culture Report 2021: Inclusion, ©2021 Emtrain

When allies provide support to others who are undervalued or underrepresented, they help to level out the playing field.

" When I hired a young woman as an intern, who was also an immigrant and a person of color, I knew she might have challenges in a profession dominated by men, so I asked a colleague of mine if she could take the intern out to lunch and speak with her about the challenges women face in the tech industry. This led to our new intern feeling more comfortable on the team.

" A strong advocate for accessibility stood up to leadership and 'won'

" The finance guys would only thank the male rep on my team, even when i would be talking directly to them. The guy on my team would always give credit where credit was due and say that he obviously didn't know or that I gave him the answer. It didn't get the other guys to thank me, but I appreciated knowing it wasn't all of [the] guys in the dept.

" In one team meeting, there was a joke that two people were the biggest talkers, and who was the quietest. I was pointed out as the second quietest, and one of my team mates, who is a middling talker, said that when I do talk I'm very intentional and have something important to say. That made me feel very valued and encouraged to continue sharing my ideas.

Demographic Experience

The experience gained by interacting with people of different races, genders, ages, sexual orientations, classes, and other characteristics.

What Is It?

Quite simply, **Demographic Experienc**e relates to the diversity of a person's social experience with people from different demographics than themselves (socio-economic, cultural, generational, racial, gender, sexual orientation, national origin, etc.), whether that be their personal friends, their neighborhood, their larger community, their team, their department, their organization.

Why It Matters

Deeper knowledge of the people around us makes us stronger problem solvers and better team members. **Demographic Experience** helps teams to innovate services and products for the greatest addressable market.

Research shows that people who have more diverse friend groups don't rely as heavily on negative stereotypes[5]. This is because building positive emotional bonds with others serves as a "psychological inoculation" against prejudice, both implicit and explicit.

Data & Actionable Insights

Most employees (58%) report serving a diverse customer base indicating that there is both a business need and incentive for employees to have strong **Demographic Experience**. Having experience with people of different ages, races, genders, cultures, socio-economic status helps employees have respectful behaviors towards their co-workers, customers, and partners, instead of relying on harmful stereotypes.

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[5] Tropp, L. R., & Pettigrew, T. F. (2005a). Differential relationships between intergroup contact and affective and cognitive dimensions of prejudice. Personality and Social Psychology Bulletin, 31 (8), 1145-1158

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Teams. When teams are not diverse—and when they are made up of people who lack **Demographic Experienc**e—there's a tendency for "groupthink, " which is a way of thinking that discourages innovation or responsibility. People miss opportunities for improvements in products and services that their customers desire, and are unaware of looming risks. More robust ideas and better innovations generate from the healthy debate of differing perspectives.

Senior Leadership. The diversity of the leadership team, and the **Demographic Experience** of those individuals has a huge impact on an organization because of the span of control and influence over the workplace. When leadership teams are not diverse, and when those leaders don't have frequent interactions with people of different races, ages and genders, the organization will have big blindspots in decisions around talent management, product development and customer acquisition.

More than 5 in 10 people
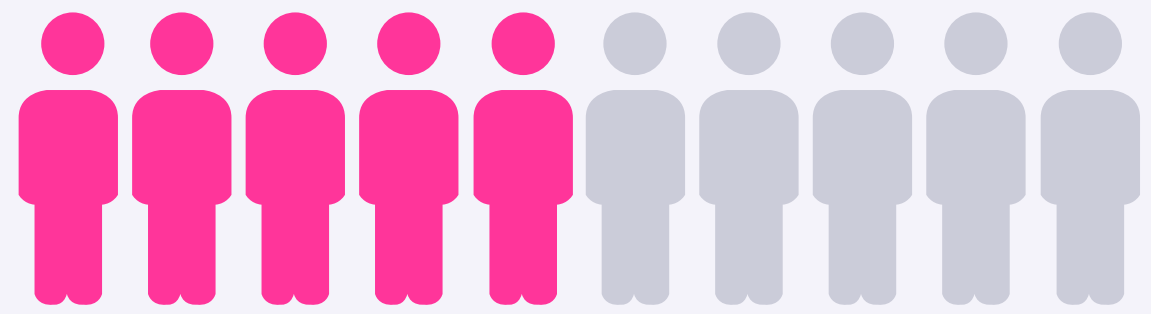
Slightly over half of individuals report working on diverse teams.

% of employees who responded *5-6* or *More than 6* to "When you think about your work team, how many races, genders, and generations are represented?"
Source: Workplace Culture Report 2021: Inclusion, ©2021 Emtrain

## 1 in 2 individuals report not having very diverse friend groups.

"When you think about your personal friend group, how many demographic characteristics are represented (e.g. races, generations, genders, sexual orientations, etc.)?"

More than 6	29%
5-6	22%
3-4	37%
1-2	12%

0% 25% 50% 75% 100%
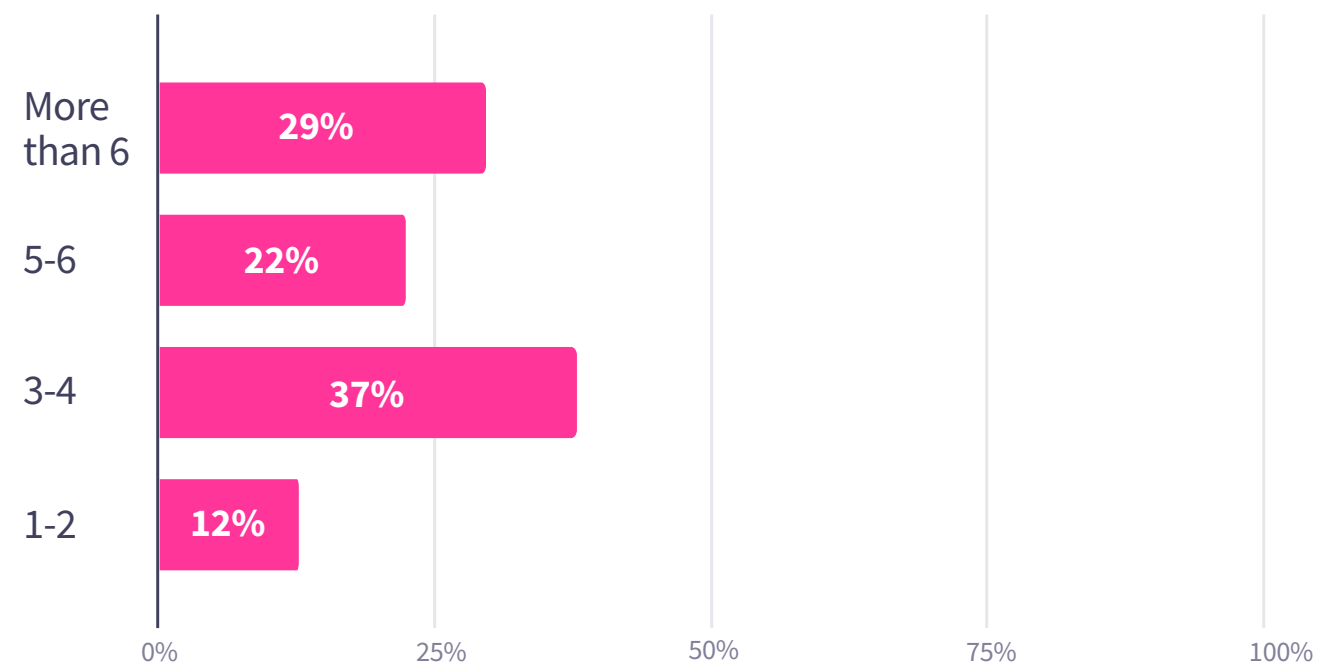
Source: Workplace Culture Report 2021: Inclusion, ©2021 Emtrain
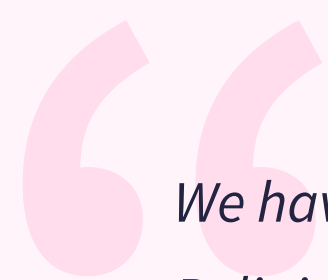
> We have a very diverse team… Most nationalities, Genders, Religions, etc are represented. We could use a more diverse Leadership team to set the example.
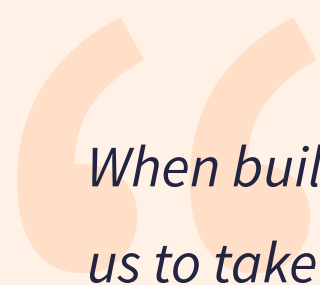
> When building a web app, working with men and women from different cultures and parts of the world helped us to take different concerns into consideration, in order to build an app that would be usable around the globe.

Less than half of employees report having diverse executive teams in their workplaces.

"In our executive team, how many demographic characteristics are represented (e.g. races, generations, genders, sexual orientations, etc.)?"

Category	Percentage
More than 6	16%
5-6	19%
3-4	44%
1-2	21%
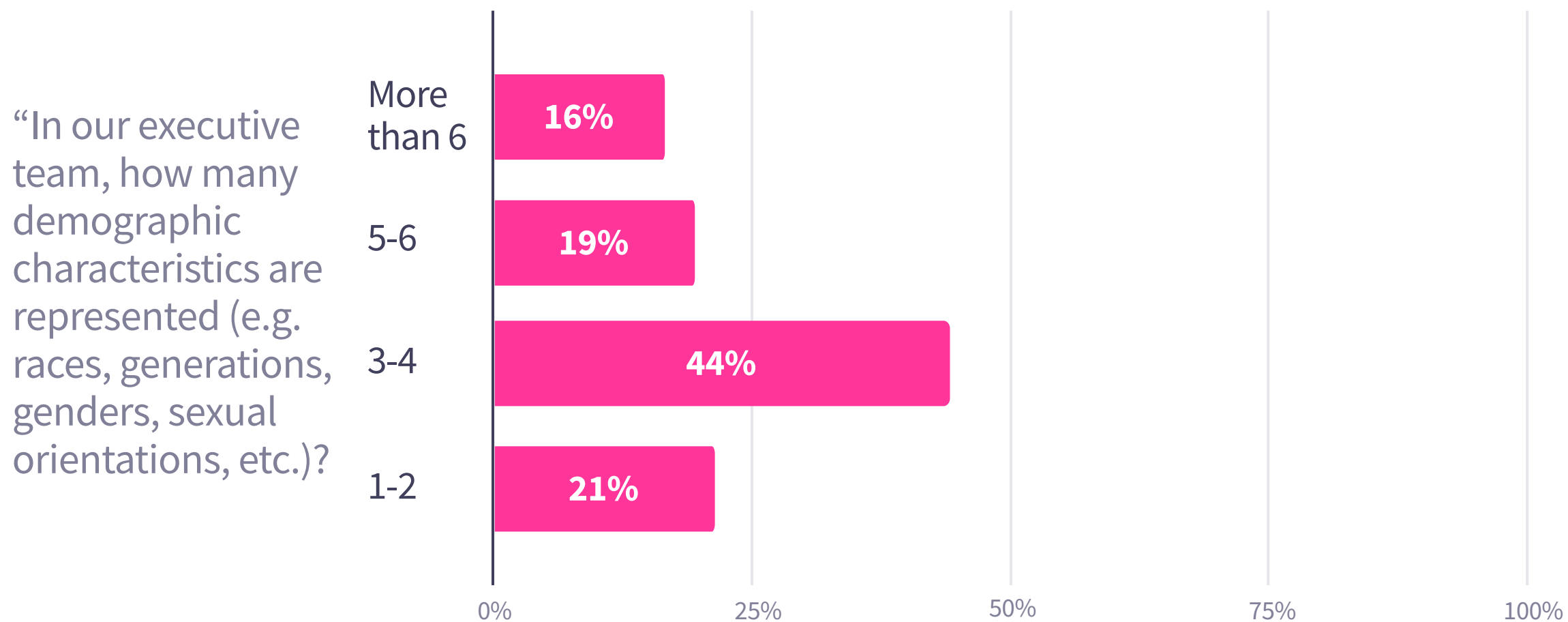
Source: Workplace Culture Report 2021: Inclusion, ©2021 Emtrain

> *I worked at a small startup that was initially almost entirely staffed by a single demographic. Many decisions that we made about our customers at the time were based on the experiences of this demographic and were often wrong. As the company became more diverse, we progressively got better at understanding our customers.*

> *Participated in a meeting where there was diverse representation (race, gender, age, etc.). Hearing all of the different perspectives helped the team better understand the needs of customers, and what people wanted. This allowed the company to come up with a new product that would appeal to a broader demographic.*

> *There was a young (white) woman in my training class that grew up very sheltered. Once we hit the floor, she informed me that she did not like people of color or who are gay. I pointed out another of our classmates who was both black and gay, her response was that she didn't see him that way. I believe or at least hope that this exposure made her think about [her] "values"*

Curiosity & Empathy

The practices of listening and learning about others without negative judgment

What Is It?

Curiosity is the desire for information. In the context of Inclusion, that does not mean bombarding people with personal questions which may be considered nosy and unwelcome. **Curiosity** is activated when you stop making assumptions and start watching, listening, and asking respectful questions at appropriate times. **Empathy** is being able to understand another person's point of view or situation, even when it differs greatly from your own. Both are key leadership skills, and both require us to stop making quick judgments and negative assumptions which we tend to do in busy, stressful, and competitive work environments.

Why It Matters

Curiosity & Empathy create high quality relationships and build a foundation for trust and engagement. *Respectful curiosity* about co-workers can help ease conflict and tensions. Empathy for someone's situation often creates better collaboration and problem-solving because it improves responsiveness to both problems and great ideas. When people feel empathy, they feel understood, more socially connected, and their anxieties diminish. **Curiosity & Empathy** help to mitigate in-group/out-group dynamics, which are the "us vs. them" behaviors that create barriers to working with others in a positive and productive way.

Research shows that **Empathy** enables the sharing of experiences, needs, and desires between individuals and provides an emotional bridge that promotes pro-social behavior[6]. Likewise, research shows that **Curiosity** has comprehensive benefits in the workplace: a curious person is responsive to organizational changes; they are more intrigued than frustrated when trying to understand, appreciate, and extract the unique value of new colleagues and technologies, and flexible enough to adapt strategies and plans to unfamiliar cultures in sophisticated global markets[7].

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[6] Riess, H. (2017). The science of empathy. Journal of patient experience, 4(2), 74-77.

[7] "Curiosity has comprehensive benefits in the workplace: Developing and validating a multidimensional workplace curiosity scale in United States and German employees" Personality and Individual Differences 155 (2020) Todd B. Kashdan, Fallon R. Goodman, David J. Disabato, Patrick E. McKnight, Kerry Kelso, Carl Naughton

Data & Actionable Insights

Less than
1 in 3
people
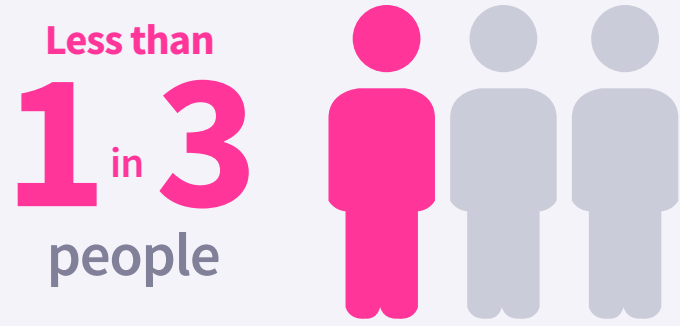
Less than a third of employees feel their colleagues know them personally.

% of employees who responded *Agree* or *Strongly Agree* to
"My manager values the ways in which I am different".
Source: Workplace Culture Report 2021: Inclusion, ©2021 Emtrain

Only
22%

feel their colleagues make efforts to understand their perspectives.

% of employees who responded *Agree* or *Strongly Agree* to "The people
I work with usually make an effort to see things from my point of view."
Source: Workplace Culture Report 2021: Inclusion, ©2021 Emtrain

Less than a third of employees feel their colleagues engage them on a personal, human level. When someone doesn't feel their co-workers have made an intentional effort to get to know them, they may feel cautious and less likely to volunteer ideas or engage in problem solving.

Even fewer individuals feel their colleagues consistently make efforts to see their point of view. Co-workers can gain perspective and insights from each other. Encourage employees to pause and take the time to understand when there are differences of opinion.

During the past 3 months, my team began to care about what others feel (racial tensions). I have noticed all of us going more out of our way to treat each other with respect and empathy. Our time at work makes the 'crazy' happening outside of work, just a little bit better.

Fewer than half of employees believe their manager shows empathy towards their direct reports. Managers who don't demonstrate empathy are more likely to be perceived as having selfish motives for their actions, garnering less loyalty and trust.

Less than
5 in **10**
people
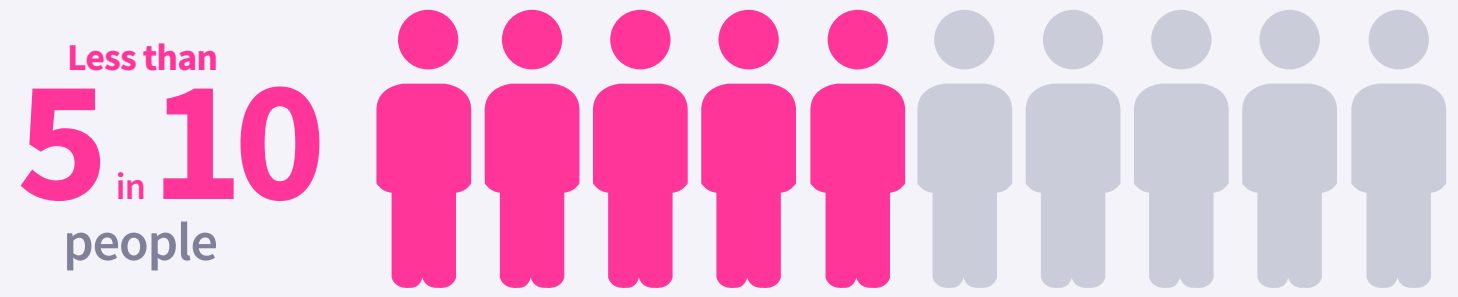
Less than half of employees believe that managers show curiosity and empathy.

% of employees who responded *Agree* or *Strongly Agree* to "I believe managers in my organization show curiosity and empathy toward their direct reports."
Source: Workplace Culture Report 2021: Inclusion, ©2021 Emtrain

> "The diversity (of culture/race/ethnicity/experiences) of the HR team and having a safe place to share with one another has helped us build empathy. When work is stressful, we are more inclined to understand a person's situation than judge them.

> "We were integrating some locations in Mexico City and I could tell on the call that the person we were dealing with did not really understand what my teammate was saying, so I asked if she understood what he said in English and she said "Yes", then I asked her in Spanish if she understood and she replied that she really did not and thank God someone spoke Spanish.

Authenticity & Belonging

The condition of social well-being where you can express yourself and feel accepted

What Is It?

Authenticity is the ability to "bring your whole self to work." Outward signs of **Authenticity** are when people speak and dress in the patterns of their community, and speak openly about who they are and what matters to them. Organizations should seek to create a workplace environment that people feel they can be their authentic selves and contribute fully to their work.

Belonging is the sense of acceptance. It's real power is that it eliminates the mental drain of code switching (using different words, actions, or behaviors with different people in professional and personal settings) and covering (pretending to be someone you are not or hiding an aspect of your heritage or upbringing that is important to you but not valued by others).

For **Authenticity & Belonging** to thrive, everyone needs to be aware, empathetic and well-intentioned, to be respectful of another's views and preferences while being true to self.

Why It Matters

Energy spent pretending to be something you're not is energy wasted. When employees feel they can be their authentic selves, they can shift their attention towards work, rather than spending productive energy trying to "fit in." They may share their sexual orientation, gender identity, neurodivergence, or socio-economic challenges; they're more likely to share what they really think and feel. A sense of **Belonging** creates better social relationships, greater employee engagement, higher loyalty, and improves retention. **Authenticity & Belonging** strengthens organizations by enabling productive collaboration - people are willing and able to share experiences and ideas that improve products, services and solutions.
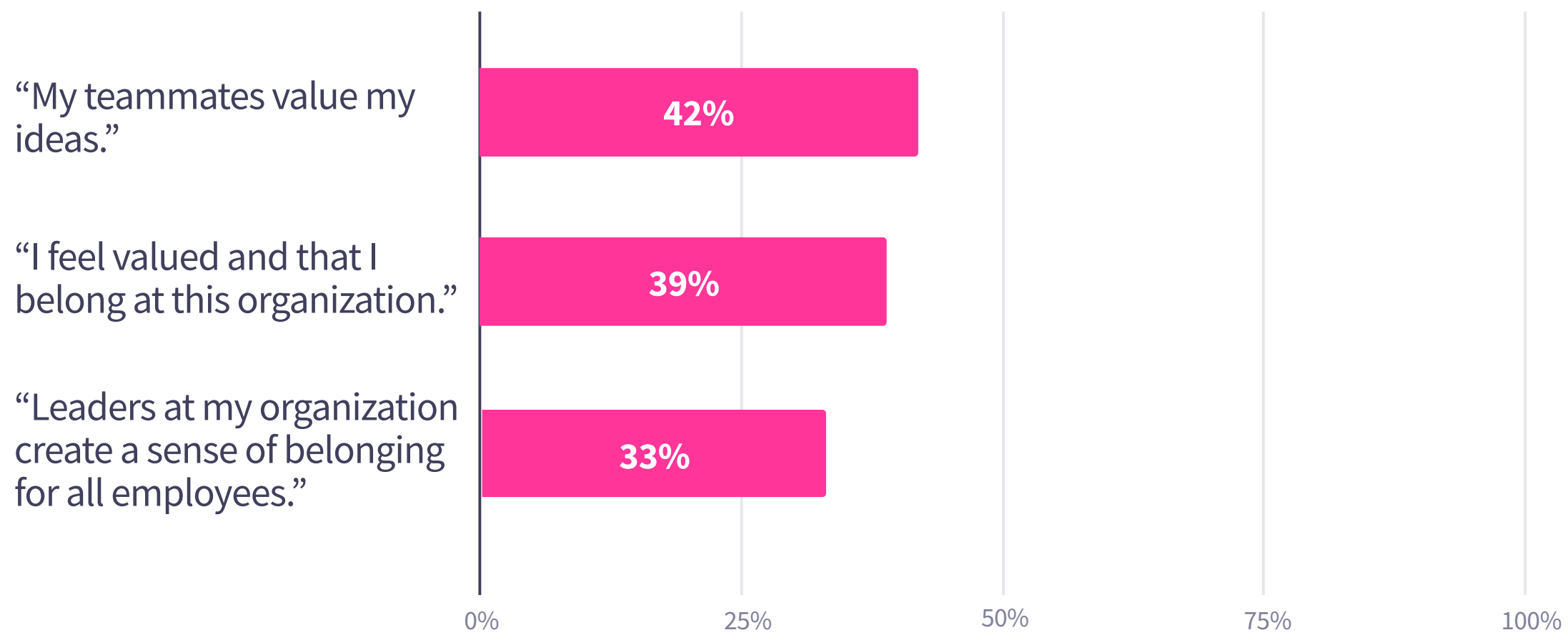
Academics have been studying different authenticity models in the workplace over the two last decades. Research finds that authenticity is positively related to commonly used work outcomes such as job satisfaction, in-role performance, and work engagement[8].

[8] Van den Bosch, R., & Taris, T. W. (2014). Authenticity at work: Development and validation of an individual authenticity measure at work. Journal of Happiness Studies, 15(1), 1-18.

Data & Actionable Insights

Organizations have a long way to go in their inclusion efforts.

"My teammates value my ideas." **42%**

"I feel valued and that I belong at this organization." **39%**

"Leaders at my organization create a sense of belonging for all employees." **33%**

0%   25%   50%   75%   100%

% of employees who responded *Agree* or *Strongly Agree*
Source: Workplace Culture Report 2021: Respect, ©2021 Emtrain

"We were doing a photo shoot for the building. I originally created a mood board of example images and asked the team what they thought. I was given feedback to make sure to include people of varying weights as I missed that even though I included multiple ages, races and genders. This helped the final outcome to include EVERYONE!"

"We have recently hired a new female multi language leader in one of our facilities previously held by men or women of one language. This recent simple change has helped the entire multi cultural facility unite and truly speak the same language. Voices are now speaking up and questions being answered within the facility. Its beginning to balance its issues in all sectors."

3 in 5 individuals do not feel that they can be their authentic self, or that they belong in their workplace. Organizations have opportunities to increase low scores by creating less restrictive dress codes, encouraging employees to share their stories, using internal channels to highlight different co-workers from different backgrounds, and auditing marketing images to make sure they represent a variety of people.

Only 33% of people say that leaders create a sense of belonging. Leaders can be more inclusive in communication language, broadly disseminate information, and find ways to get to know more people across the organization, like coordinating 1:1 or micro-mentoring sessions with a variety of people from different groups.

Only 33% of people say that leaders create a sense of belonging.

> " We were working with an external group who all practiced a certain religion. One of my colleagues shared that religion and helped educate the rest of us on the best way to approach this group - everything from the preferred time of day to meet, preferred greeting, and issues to consider.

> " We were deciding how to best support a Black woman who was microaggressed. We (white ppl)decided asking her if she wanted to take a break for a few days was best. A Black woman in our group spoke up and said we would be othering her. That we should actually ask the microaggressor to reconcile or remove themselves from the team. This helped us remember that racism is the issue.

Inclusion Benchmark

Six indicators—**Decision-Making Processes, Valuing Differences, Allyship, Demographic Experience, Curiosity & Empathy, Authenticity & Belonging**—help us define, measure, and improve Inclusion. Our **Inclusion Benchmark** compares how well companies score in each of the **Inclusion Indicators**.

For our inaugural **Inclusion Benchmark**, we measured employee responses to questions for each of our Inclusion Indicators. Each dot represents a company score, and the plot displays the range of company scores; companies at the top are the healthiest, companies at the bottom are the least healthy. (When we run an **Inclusion Benchmark Analysis** for a client, we also show their distinct scores.)

So, how are companies performing on Inclusion? Generally speaking, moderate to poor.
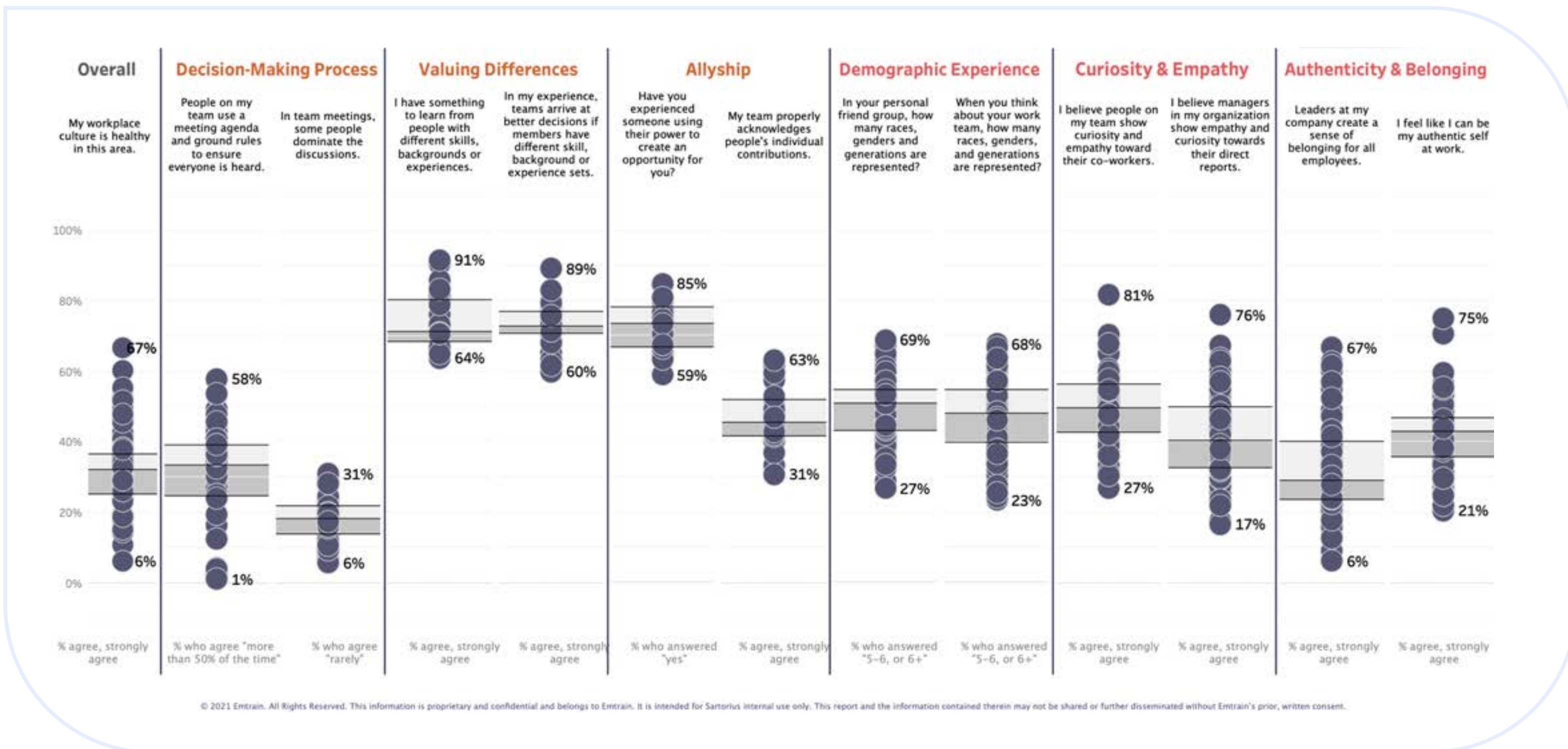
No company has achieved high scores across several **Inclusion Indicators** on our **Inclusion Benchmark**. This is not entirely a surprise: this is the first time most of these companies are using a framework to identify and measure key skills and behaviors that are needed to create Inclusion. For our clients, their Indicator scores represent a baseline, a first foundational set of data from which to grow.

The spread of scores under each **Inclusion Indicator** tells us that companies are having varying levels of success: some have very low scores, while others are doing much better. When companies have high scores, we're able to learn what intentional steps they took to build key skills and behaviors. For organizations that want to improve their scores, we're sharing our knowledge, skill-building training, and actionable insights to help accelerate their progress.

Organizations generally score well on two **Inclusion Indicators**: **Valuing Differences** and a component of **Allyship**. This is a very encouraging foundation, as these behaviors and skills broadly support a more inclusive workplace.

Conclusion

Despite strong awareness of the importance of Inclusion, progress has been slow. Societal and regulatory (SEC, EEO) pressures are shaping the need for executives to drive diversity, equity, inclusion, and belonging as strategic business initiatives.

Inclusion is a competency; a set of skills we can all develop and practice. **Six Inclusion Indicators—Decision-Making Processes, Valuing Differences, Allyship, Demographic Experience, Curiosity & Empathy, Authenticity & Belonging**—define the behaviors and skills that create Inclusion.

Emtrain's Inclusion Benchmark shows that many organizations have more work to do to build the skills that create Inclusion. Overall, organizations have higher scores in **Valuing Diversity** and **Allyship**, and these are a very encouraging foundation.

We're deeply optimistic about our collective opportunity to drive Inclusion, and to help make the invisible visible so leaders can identify, measure, and track behavior change to increase Inclusion, diminish risk, and increase your organization's value.

We're eager for feedback and collaboration from other passionate practitioners.
Join our client community to share insights, experiences, and feedback
to help create more inclusive workplace cultures.

Please **reach out**... we are #alwayslearning.

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The Methodology

Source Data

The data in this report is generated by Emtrain AI, a scalable CultureTech platform that enables deep insights on the health of workplace culture, based upon learner responses in online training. Using research-based concepts and techniques grounded in behavioral science, we extract authentic employee perspectives to provide leading indicators of risk on core competencies.

This report on Inclusion includes data from Unconscious Bias and Diversity and Inclusion courses. These are dialog-based programs that use situational judgment tests and additional social polling with real-time peer responses: while learning key concepts, participants view video scenarios of workplace conflict and reflect on their own experiences at work and their company's workplace culture.

The majority of the data about employee experiences is based on employee responses to 7-point Likert scales appropriate to each question. In this report, data is displayed as those who felt most strongly (top 2 box combined.) We also collect responses using multiple choice, Boolean and open text, as are occasionally reflected in this report.

This report references 7 million employee sentiment data points from 83,000+ employees at nearly 100 companies collected from September 2019 to April 2021. For all company-level analyses in the report, we use aggregate employee responses at those companies.

Workplace Social Indicators™

Emtrain's analytic framework of Workplace Social Indicators decodes workplace dynamics around Respect, Ethics and Inclusion into sixteen indicators that are measured, scored, and benchmarked.

- **Respect:** In-Group/Out-Group Dynamics, Power Dynamics, Norms & Practices, Unconscious Bias, Social Aptitude, Pre-Existing Mindsets

- **Inclusion:** Valuing Differences, Allyship, Cross-Cultural Experience, Curiosity & Empathy, Authenticity & Belonging, Decision Making Processes, Norms & Practices

- **Ethics:** Accountability, Trust, Decision Making Processes, Norms & Practices

Workplace Culture Benchmark™

The Inclusion Benchmark is also known as the Workplace Culture Benchmark for Inclusion. It measures the six Workplace Social Indicators that differentiate healthier companies from less healthy companies. Generally speaking, healthier companies perform better on these indicators, however the top and bottom companies for each indicator vary and even the healthier companies have middling scores in some areas. Workplace Culture Benchmarks are also available for Ethics and Respect.