GALLUP®

Three Requirements
of a Diverse and
Inclusive Culture —
and Why They Matter
for Your Organization

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Inclusiveness is a strategy for using each person's unique and individual strengths to increase an organization's productivity, profit and performance.

An Evolution of Diversity and Inclusion Efforts

Ask most executives to name their top five or 10 organizational priorities, and you'll likely hear them mention creating inclusive cultures as part of their list. In fact, an increasing number of executives consider inclusion to be one of their organization's most pressing aims. According to Deloitte's Global Human Capital Trends survey, the proportion of executives who cite inclusion as a top priority rose 32% from 2014 to 2017.[1]

Numerous executives have decided to take action in this area by making a public pledge to advance diversity and inclusion in the workplace. In mid-2017, more than 150 CEOs came together to launch CEO Action for Diversity & Inclusion[2] — a coalition committed to building workplaces that are not only productive but also welcoming, collaborative and thriving. Since the launch, approximately 300 additional executives have taken the pledge.

While social unrest in some cities may appear to be the primary reason for the increased focus on diversity and inclusion, clear business reasons are also leading to the increase in demand. A laser focus on diversity and inclusion reflects a new workforce dynamic for three major reasons:

1) Organizations with toxic cultures are more exposed than ever before.

2) The need to attract and retain top employees who bring new ideas is more competitive than ever.

3) The workforce itself is becoming more diverse.

For the first time, we now have four generations in the workplace: baby boomers (born 1946-1964), Generation X (born 1965-1979), millennials (born 1980-1996) and now Generation Z (born after 1996). These four generations may be working toward the same organizational goals but approaching those goals in very different ways.

Much attention has been given in recent years to how millennials affect their organizations — and for good reason: They have some unique needs. Business leaders are listening to employees — particularly millennials — who are telling them that their employment decisions come down to more than the size of their paycheck. When deciding which jobs to apply for and stay with, employees also weigh an organization's culture, values, mission and purpose, as well as the organization's ability to allow them to maximize their talents. But beyond those needs remains the fact that millennials are highly diverse racially, with more who identify with non-Caucasian ethnicities than did any previous generation.[3]

In today's changing workforce, creating a workplace that is more diverse and inclusive is not only the right thing to do, but it is also a smart business decision. Executives are recognizing that the more transparent and trustworthy their culture, the more likely they are to attract, hire and retain high-performing employees — and grow their bottom line.

55%

of respondents very strongly or strongly agree that their organization has policies that promote diversity and inclusion.

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1   Bourke, J., Garr, S., van Berkel, A., & Wong, J. (2017).

2   CEO Action for Diversity & Inclusion. (2017).

3   United States Census Bureau. (2015).

The majority of organizations appear to be responding to the need to foster diversity by creating more inclusive cultures. A Society for Human Resource Management (SHRM) survey reveals that 55% of respondents very strongly or strongly agree that their organization has policies that promote diversity and inclusion.[4] However, having policies in place does not mean that policies and actions always align.

Many organizations advocate for diversity and inclusion but are ambiguous about what, exactly, these concepts mean in practice and how effective the efforts are. Fourteen percent of U.S. workers report that they have felt discriminated against at work, 12% report nonsexual harassment and 3% report feeling sexually harassed in the past 12 months. Across 35 harassment and discrimination behaviors, 45% report that they have experienced some form of discrimination or harassment in the past 12 months.[5]

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Gallup has found that few organizations are effective at creating a culture that truly promotes, embraces and actively seeks each employee's unique contributions.

As highlighted in Gallup's *State of the American Workplace* report, just three in 10 U.S. employees strongly agree that their opinions seem to count at work.[6]

With many aspects of diversity and inclusion to consider, organizations have been on a journey of defining, redefining and implementing diversity and inclusion efforts. In the early 2000s, organizations were mostly focused on diversity. They were implementing diversity management programs with the aim of hitting compliance targets and protecting themselves from potential legal ramifications.

Beyond compliance, however, organizations have struggled to use diversity as a competitive advantage and fully embrace inclusion as a necessary method of creating that advantage. Over the last 30 years, research has demonstrated that simply having teams comprising individuals who are diverse in age, race, talent and other attributes described further below is not enough to achieve sustained performance improvements. Organizations with diverse *and* inclusive team cultures actively create a competitive advantage for themselves by inviting and welcoming a myriad of backgrounds, experiences and viewpoints into their workforce, enabling customers to connect more easily with a brand through the organization's people. It also increases innovation, decreases groupthink and improves performance.

Organizations with diverse *and* inclusive team cultures actively create a competitive advantage for themselves by inviting and welcoming a myriad of backgrounds, experiences and viewpoints into their workforce.

So, how can organizations take an effective next step in their journey of creating a culture of diversity and inclusion? It starts with understanding the business case for building a workplace that embraces diversity and knowing what it takes to shift from a compliance-driven diversity program to a culture of inclusion that creates a competitive advantage by inviting all employees into the conversation.

4   Society for Human Resource Management. (2009).

5   Gallup. (2018).

6   Gallup. (2017).

The Business Case for Diversity and Inclusion

Diversity

Diversity represents the full spectrum of human differences. It often describes the demographic differences, such as race, religion, gender, sexual orientation, age, socio-economic status or physical disability. However, diversity is much more than the visible differences among people. Many companies choose to recognize a broader definition of diversity that also encompasses personal differences such as lifestyles, personality characteristics, family composition, education or tenure within the company. Academics and professionals alike emphasize the need to acknowledge that these kinds of differences also imply differences in world views, perspectives, opinions and approaches to decision-making, all of which should be considered under the umbrella of diversity.

Definitions of diversity are also influenced by the characteristics of generations in the workforce. Compared with previous generations, millennials are the most demographically diverse generation in the workforce, with 44.2% categorized as part of a minority race or ethnic group.[7] Generation Z will be even more diverse. Diversity in terms of race or gender is more common for these generations; therefore, they tend to think of diversity through a wider lens of combined identities such as being both a "woman and a minority" or "LGBTQ and a first-generation immigrant." Diversity for millennials and future generations will likely be much more about each individual's unique experiences and opinions versus traditional demographic categories.[8]

Many companies choose to recognize a broader definition of diversity that also encompasses personal differences such as lifestyles, personality characteristics, family composition, education or tenure within the company.

The benefits of diversity for organizational outcomes are summarized as the "business case" for diversity. For example, one of the most commonly cited reasons that leaders give for committing to creating a diverse culture is that diversity broadens the talent pool, allowing organizations to tap into new talent sources and broader ranges of skills. Companies with talent diversity in both their leadership ranks and the front lines are better able to meet the needs of the growing global marketplace and attract a wider range of customers.

Relatedly, diversity enhances the potential for innovation, which results from the collaboration of individuals with unique experiences, backgrounds and perspectives. For example, organizations with gender diversity among their managers experience substantial increases in innovation revenue when the proportion of female managers reaches more than 20%.[9] Teams with diverse experiences, opinions and backgrounds also develop innovative ideas and create solutions. In contrast, organizational cultures that are too homogeneous tend to result in teams that have senior executives and managers who think and behave like their leader, resulting in groupthink and a lack of innovation.

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7   United States Census Bureau. (2015).

8   Smith, C., & Turner, S. (2015).

9   Lorenzo, R., Voigt, N., Schetelig, K., Zawadzki, A., Welpe, I., & Brosi, P. (2017).

Workplace diversity can also improve communication and relationships with customers by allowing for greater connections with diverse markets.

One Gallup study analyzed the effects of manager-employee race differences on study respondents' intentions to stay with or leave their current employer. An employee's intention to leave an organization was higher when the employee and manager were of different races and was amplified when the employee was actively disengaged at work. However, when managers and employees were of different races and had high levels of engagement, employees' intentions to stay were higher — even higher than the intentions of employees who were of the same race as their manager and in an engaging work environment.[10]

In another study, Gallup found that having gender-diverse teams improved financial outcomes for business units in two independent companies. The combination of employee engagement and gender diversity resulted in 46% and 58% higher financial performance — comparable revenue and net profit, respectively — for business units above the median on both engagement and gender diversity, compared with those below the median on both.[11] Focusing on gender diversity and employee engagement increased the financial performance of these groups more than focusing on either element alone.

The business case for diversity has a strong bottom line: Organizations see increases in sales and stock prices as a result of reaching more diverse customers and developing new, innovative products. Companies in the top quartiles for ethnic and gender diversity are 35% and 15%, respectively, more likely to have financial returns above their national industry medians.[12] Simply put, diversity can provide a competitive advantage. But, diversity provides no guarantee of improved organizational and business outcomes unless you also build an inclusive culture.

The combination of employee engagement and gender diversity resulted in:

46%   AND   58%

higher financial performance — comparable revenue and net profit, respectively.

Inclusion

We must recognize that the "business case" for diversity that academics, human resources professionals, consulting firms and business leaders advocate for requires inclusiveness to be a necessary activating ingredient. That is, focusing on legal compliance regarding diversity isn't good enough — organizations will gain the benefits of a diverse workforce only when inclusive cultures also exist.

Diversity is about whom you hire. Inclusion refers to the extent to which diverse employees are valued, respected, accepted and encouraged to fully participate in the organization. Inclusiveness is a strategy for using each person's unique and individual strengths to increase an organization's productivity, profit and performance. In inclusive environments, individuals are appreciated for their unique characteristics and therefore feel comfortable sharing their points of view and other aspects of their true and authentic self. As delineated by the optimal distinctiveness theory, inclusion requires balancing recognition of and appreciation for individual

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10   Jones, J. R., & Harter, J. K. (2005).

11   Badal, S., & Harter, J. K. (2013).

12   Hunt, V., Layton, D., & Prince, S. (2014).

differences with a sense of commonality, shared identity and belonging to the group.[13]

Importantly, the positive effects of diversity practices (e.g., diversity training and other diversity management tactics) on employee experience and culture depend on the degree to which these practices create a sense of inclusion among employees. For example, diversity training is effective when it is conducted over a significant period of time, complemented by other diversity-focused initiatives and targeting both awareness and skills development.[14] Without meeting these conditions, diversity training often is not effective at making meaningful changes to an organization's culture.

In terms of inclusion, millennials are more trusting of their work environments than are those in other generations. Gallup research finds that when asked if their work environment is trusting and open, employees who are less than 25 years old are more likely to strongly agree than are older cohorts.

Overall, a wealth of research (including meta-analytic reviews) has shown that diversity practices are most effective when embedded in a broader culture of inclusiveness, which includes a clear valuation of and multiple efforts to promote diversity and inclusion.[15] That said, leaders who strive for global inclusion strategies in multinational organizations often struggle with determining how to define diversity and promote inclusion across cultures. Cultural differences, legislative influences and different markets often make global initiatives difficult to enact. For example, as a result of European Union mandates, many companies in Europe take action to promote gender equality.[16] However, in South Africa, different challenges such as post-apartheid racial issues are a large focus

of diversity and inclusion efforts. It is important for leaders to realize that defining diversity and promoting inclusion may look different in various segments of the organization; however, the overarching values of the organization should be consistent across geographies.

Leaders who strive for global inclusion strategies in multinational organizations often struggle with determining how to define diversity and promote inclusion across cultures.

Workplaces that are both diverse and inclusive show numerous advantages, including increased job satisfaction, retention, organizational commitment, trust, well-being, creativity and innovation, as well as lower levels of conflict, intention to quit, stress, job withdrawal and organizational turnover.[17] While diversity itself is important, organizations that want to reap the benefits of a diverse workforce must complement efforts to increase and support diversity with a commitment to creating a culture of inclusiveness.

Diversity	Inclusion
Any difference between individuals and groups	*A culture that values the unique perspectives and contributions of all employees*

13 Brewer, M. B. (1993).

14 Bezrukova, K., Spell, C. S., Perry, J. L., & Jehn, K. A. (2016).

15 Harrison, D. A., Price, K. H., & Bell, M. P. (1998). Joshi, A., & Roh, H. (2009).

16 European Commission. (2015).

17 Downey, S. N., van der Werff, L., Thomas, K. M., & Plaut, V. C. (2015).

Based on our study of more than 200 organizations and review of existing academic research, Gallup has identified three requirements for creating inclusive environments for all employees.

#1 → *Employees are treated with respect.*

#2 → *Employees are valued for their strengths.*

#3 → *Leaders do what is right.*

Requirements of a Diverse and Inclusive Culture

On its own, demographic diversity is not enough to drive change within an organization. Employees must feel included as part of their local teams and as valued, respected members of the larger organization. Building an inclusive culture is a shared responsibility of employees, managers and organizational leaders; it takes intention at every level to sustain an inclusive workplace. Based on our study of more than 200 organizations and review of existing academic research, Gallup has identified three requirements for creating inclusive environments for all employees. These requirements reflect the shared responsibility of employees, managers and leaders.

Requirement #1: Employees Are Treated With Respect

A culture of inclusiveness is rooted in respect — employees are treated with and treat others with civility and decency. Although respect may feel like a basic behavior that should be demonstrated within and outside the workplace, unfortunately a majority of employees around the world indicate that they are not treated with respect regularly.[18]

Lack of respect not only makes employees feel bad, but it also can lead to negative behaviors in the work environment. Gallup finds that lack of respect most highly correlates with discrimination and harassment reports. Ninety percent of those who say they are not treated with respect report at least one of 35 different discrimination or harassment experiences at work.[19]

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For respect to exist in the workplace, employees and leaders alike must remember that respect is in the eye of the beholder — it is about how an individual feels during an interaction. Organizations that have strongly activated mission and values lay the foundation for how respect should be demonstrated between employees and what behaviors are not aligned with the company culture. Foundationally, treating someone with respect first involves getting to know them. Interpersonal congruence research demonstrates that people can use various strategies to get to know one another's unique characteristics in a very short time period — in just minutes — and benefit their group outcomes.[20]

Further, knowing there is an expectation of mutual respect allows team members to feel comfortable speaking up and sharing new ideas. An environment of open dialogue only happens when employees feel as though they can be their authentic selves and feel comfortable sharing their thoughts, ideas and values without fear of being punished. Employees who feel they can be themselves in the workplace have been found to be more engaged and have higher self-reported performance than employees who feel otherwise.[21] The most inclusive teams reward thoughtful contributions, value conflicting opinions and encourage collaborative behaviors.[22] However, an employee who fears they may be judged when they are authentic at work may cover up their real experiences or feelings and, instead, assimilate to what they perceive is the preferred work culture.[23]

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18 Porath, C. (2014).

19 Gallup. (2018).

20 Polzer, J. T., Milton, L. P., & Swarm Jr., W. B. (2002).

21 van den Bosch, R., & Taris, T. W. (2014).

22 Shao, Z., Feng, Y., & Wang, T. (2017).

23 Clark, D, & Smith, C. (2014).

The encouragement to be authentic and bring your whole self to work is fostered at the local level through individuals and teams, which means that managers play a large part in creating an inclusive work environment, like they do when building and maintaining a culture of engagement.

> Employees who feel they can be themselves in the workplace have been found to be more engaged and have higher self-reported performance than employees who feel otherwise.

Organizations are often challenged to balance the personal and professional elements that are important for a great work culture. They must encourage employees to be themselves while maintaining a respectful work environment that is consistent with organizational culture and values. Promoting authenticity at work can backfire when employees lack an awareness or understanding of what is and is not appropriate to share.[24] They can make colleagues and customers feel uncomfortable when sharing poorly timed or overly personal information. Organizations should be transparent about the types of behaviors that are encouraged and those that will not be tolerated to help employees understand how they can simultaneously be themselves and uphold professionalism in the organization's culture.

Requirement #2: Employees Are Valued for Their Strengths

Inclusion on a team requires the combined influence of individuality and belongingness. Social psychology scholars have found that individuals need to develop and maintain robust, stable interpersonal relationships (belongingness). The need to preserve a distinctive

sense of self (uniqueness) must simultaneously be addressed to feel a sense of inclusion.[25] Further, it is only through the meeting of both of these fundamental human needs that teams can fully leverage diversity for outcomes such as creativity, job performance and reduced turnover.

Employees must be recognized for the unique perspectives they bring from their backgrounds, experiences, personalities and the things they do exceptionally well (their strengths). Learning about personal strengths teaches employees about how they tend to think and behave, what motivates them, and what they naturally do best. It also helps them identify what may not come easily to them and where they may have blind spots when observing, evaluating or demonstrating respect for others.

Strengths-based development has long been considered an effective approach for developing employees, accelerating performance and improving business outcomes, but it is not often associated with creating cultures of inclusion. We recommend that it should be.

At its core, strengths-based development helps organizations understand and develop each individual's natural talents. Adopting a strengths-based approach creates a mechanism for self-awareness and equips individuals to discover and discuss "who they are" in a way that may not be apparent to others.

Beyond self-awareness of one's unique talents, one of the most salient applications of strengths-based development is helping attached teammates understand the value that each person brings to a team. Strengths-based development creates a sense of interpersonal congruence — everyone sees one another as the individual sees themselves. Creating interpersonal congruence is fundamental to creating a culture of inclusion. When individuals feel that they are

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24 Rosh, L., & Offermann, L. (2013).

25 Randel, A. E., Galvin, B. M., Shore, L. M., Ehrhart, K. H., Chung, B. G., Dean, M. A., & Kedharnath, U. (2018).

seen the way they see themselves, they believe that they are seen authentically — as they truly are.[26]

Providing institutional awareness of others' strengths creates a common language and dialogue around what employees do best and helps teammates uncover each other's needs, behavioral tendencies, thought processes and feelings that are difficult to observe and discuss. In this way, strengths-based development is essential to collaborating effectively.

Employees must simultaneously believe that they belong and bring value to the team. A study at UCLA looked at the way that humans neurologically react to positive and negative social stimuli. According to the findings, the experience that a person has when there is a threat to their social needs, such as their sense of belonging to a group, is the same as that of physical pain.[27] This reinforces the vital need to foster a positive cultural environment in the workplace.

Traditional approaches to inclusion focus on acceptance, which is the extent that someone is liked or considered amiable by others.[28] Although acceptance is considered an antecedent of belonging, business outcomes are influenced by the deeper sense of personal identification with groups, which is demonstrated through belongingness. When there is a sense of belongingness, employees are more connected with their work communities and are more likely to contribute and give extra effort, and they become more invested in the success of the team.

Gallup research has revealed examples of how strengths-based development positively influences employees' perspectives on and appreciation of diversity. In one such investigation, Gallup studied the relationship between using a strengths-based approach to development and perceptions of

inclusiveness for teams in an industrial organization. Teams with a higher proportion of individuals who gained awareness of their strengths realized a substantially higher improvement in perceived inclusiveness. Those surveyed responded that learning about their strengths helped them feel a sense of belonging with their team and emphasized their unique role on the team.[29]

Awareness of strengths also provides insight into our individual lenses of bias because we each see the world through our unique filters. Inclusive teams recognize that everyone possesses some level of bias. Unconscious biases are the mental shortcuts our minds take to make decisions based on social norms and stereotypes. They are a fact of life for group dynamics: Everyone has them to some degree and brings them into the workplace. Biases can be grounded in a variety of factors such as race, gender, age, appearance, education, personality, hometown or marital status. These biases can permeate all levels of the workplace through decisions made in favor of one group to the detriment of others. While it is impossible to avoid unconscious bias completely, it is important to know that these biases have a significant influence on people's attitudes, actions and decisions. Training on bias is a popular way to address bias-related challenges. However, training should not focus solely on awareness, given that it is difficult to eliminate bias at an individual level. Instead, training on biases should have the goal of giving leaders tactical ways to improve team decision-making and organizational processes.

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26   Cable, D. M., Gino, F., & Staats, B. R. (2013). Roberts, L. M. (2005).

27   Lieberman, M. D., & Eisenberger, N. I. (2009).

28   Mouratidis, A. A., & Sideridis, G. D. (2009).

29   Riffkin, R., & Harter, J. (2016).

Teams with a higher proportion of individuals who gained awareness of their strengths realized a substantially higher improvement in perceived inclusiveness.

Having a strengths-based development approach helps employees acknowledge that some people may be more gifted at including others, while others may struggle to do so. However, when an employee's behavior negatively affects coworkers and the business, it cannot be ignored. The strengths-based approach can help organizations avoid spending time trying to develop employees into something they are not; rather, it helps employees recognize their tendencies that make team members feel excluded, helps them acknowledge their biases, and helps them understand how they can use their strengths to include and partner effectively with others.

Requirement #3: Leaders Do What Is Right

Companies rely too heavily on diversity training and curriculum to promote inclusive cultures. While this training, if designed correctly, can be effective at increasing awareness of personal bias and promoting inclusive behaviors, creating a *culture* of inclusion is possible only with organizational structures that support and demonstrate diversity and inclusion practices.

Employees must trust their managers and their organization. Trust is critical to an inclusive culture, and it is essential in diverse workplaces for helping employees navigate the vulnerabilities and uncertainties that can arise because of differences.[30]

Trusting in Managers

One of the most critical elements of creating and maintaining trust between managers and employees is a manager's ability and willingness to facilitate conversations about diversity with transparency and compassion. Companies that proactively have conversations that convey their values on diversity and inclusion foster environments where employees can express themselves in what they perceive to be a "safe" place, even when there are national or international issues of diversity and inclusion being discussed in the media.[31] Discussions in the workplace about diversity have the potential to be tense; however, when managers are open to learning about employees' differences and are reflective about how personal and social identities can influence these interactions, they are able to build an environment of trust that contributes to inclusion.

Although it can be challenging to tackle issues of inclusion in the workplace, managers should not fear interacting with employees about these sensitive topics, even if they do not know everything there is to know about diversity management. Conversations can start with getting to know employees and what affects their work daily. Gallup research finds that employees are more likely to be engaged when they strongly agree that they can approach their manager with any question and talk to them about non-work-related issues.[32] Non-work-related conversations need to be based on each person's discretion. Most employees want to make connections, so managers should keep the lines of communication open and ensure their conversations make employees feel valued. Managers who struggle with inclusive conversations can improve over time in an organizational environment that encourages development and provides the right resources and coaching.

30 Downey, S. N., van der Werff, L., Thomas, K. M., & Plaut, V. C. (2015).

31 Washington, E., & Newport, F. (2017).

32 Gallup. (2013).

Trusting in the Organization

Organizational trust is an employee's confidence that the organization will perform action that is not detrimental to him or her.[33] Perceived bias in processes such as hiring, assigning work, evaluating compensation and making promotions can erode an employee's belief that the company is genuinely committed to diversity- and inclusion-related practices. Organizations must ensure that employees see them as fair, particularly when questions of diversity arise. Otherwise, they will be challenged when trying to build an inclusive culture and attract and retain an engaged, diverse workforce.

Trust is critical to an inclusive culture, and it is essential in diverse workplaces for helping employees navigate the vulnerabilities and uncertainties that can arise because of differences.

There is compelling evidence that having well-defined organizational structures in place can affect processes of selection and promotion.[34] For example, organizations that allocate responsibility to organizational structures with clear expectations and sufficient resources tend to increase diversity of management, promoting more women and racial minority members into management positions. As an added benefit, the creation of the organizational structures is associated with greater effectiveness of other diversity practices, including diversity training, mentoring and evaluation of inclusiveness.

The benefits of developing organizational structures to support diversity and inclusion are clear, and it is critical that organizations continually monitor the effectiveness and equity of their structures. There is a tendency for majority members to perceive their organizations as procedurally fair and inclusive simply as a function of having created organizational structures, which may even lead them to discount reports of mistreatment or perceptions of disadvantage among employees. However, bias and discrimination still may persist, as even the structures put in place to protect approaches to diversity and inclusion may be subject to inequity. These challenges can perpetuate and even exacerbate marginalization. As an important step, organizations should create structures to support diversity and inclusion, but the structures should not be thought of as the end-all for developing and maintaining a diverse and inclusive workplace.

When evaluating the inclusiveness of a culture, Gallup analyzes levels of trust in the company to be fair to all employees, perceptions of supervisors creating an environment that is trusting and open, and confidence in an employer doing what is right when employees raise discrimination concerns.

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33   Tan, H. H., & Tan, C. F. (2000).

34   Kalev, A., Dobbin, F., & Kelly, E. (2006).

The Connection Between Inclusiveness and Engagement

Employee engagement and inclusiveness are closely related. Fifty-one percent of engaged employees perceive their organization as perfectly inclusive, rating them a "5" on a 5-point Likert scale for all of the inclusion items, yet nearly all employees who are not engaged or who are actively disengaged do not view their organization as perfectly inclusive. Gallup has also found that engaged employees are more likely to strongly agree that their company values diverse opinions and ideas.

Furthermore, engagement is linked to how an employee feels their employer would respond to discrimination concerns. When asked "If I raised a concern about discrimination, I am confident my employer would do what is right," 77% of engaged employees strongly agreed, giving their employer a "5." On the other hand, 8% of actively disengaged employees rated their company a "5" on the same item.

When asked "If I raised a concern about discrimination, I am confident my employer would do what is right":

77% vs. 8%

of engaged employees strongly agreed, giving their employer a "5" rating.

of actively disengaged employees rated their company a "5."

Although engagement and inclusiveness are closely related, some important differences exist. Nearly all employees who feel highly included are engaged, but Gallup data suggest that the requirements above — i.e., being treated with respect, valued for their strengths and in an organization where leaders do what is right — must be considered because these conditions produce an environment where employees feel they are a valued part of a team and that their ideas and opinions are *treasured*.

Gallup's Approach to Creating a Culture of Inclusion

Diversity and inclusion have long been on the minds of executives. Many companies have diversity and inclusion efforts that span the employee life cycle, with the intent of developing a more welcoming, innovative and high-performing workplace. However, despite putting formal diversity officers in place and implementing targeted initiatives, many organizations still miss the mark on transforming diversity into inclusiveness and promoting it for organizational excellence.

When partnering with organizations on diversity and inclusion strategies, Gallup focuses on the structural and cultural influences that impact day-to-day employee behavior and experiences. Through our analytics, advice and education, we focus on the unique organizational components that may serve as barriers to a culture that aligns with your organization's purpose and brand intentions — how you want to be known — and the strengths of your organization that foster inclusion.

Gallup has a suite of services available to help your organization create a more diverse and inclusive culture, including:

- global diversity and inclusion strategy development or refinement, with objectives, timelines and ties to key performance indicators

- workforce analytics to evaluate your current recruitment, selection, training, promotion and attrition trends

- a "culture of inclusion" assessment that identifies current cultural, structural and knowledge barriers

- leader and manager workshops to help these groups create more inclusive, high-performing and engaging teams

- objective tools and assessments to help reduce manager bias in performance metrics, evaluations and hiring

- CliftonStrengths® assessments to help individuals, managers, leaders and teams identify, develop and appreciate their individual strengths and differences

We all have a voice. Encouraging your employees to use theirs will help you create an environment of respect and trust — one full of belongingness, strengths and engagement.

What actions are you taking to ensure that you have both a diverse and inclusive culture? Gallup can help you develop and support a more inclusive workplace.

About Gallup

Gallup delivers analytics and advice to help leaders and organizations solve their most pressing problems. Combining more than 80 years of experience with our global reach, Gallup knows more about the attitudes and behaviors of employees, customers, students and citizens than any other organization in the world.

For more information about Gallup solutions for optimizing business performance, please visit Gallup.com/contact.

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On its own, demographic diversity is not enough to drive change within an organization. Employees must feel included as part of their local teams and as valued, respected members of the larger organization.