

is a key driver of workplace wellbeing **Diversity** describes the demographic breakdown of a group. Inclusion is the degree to which all groups are heard and involved in organisational processes and decisions. **Belonging** is when people feel accepted, secure and supported as their authentic selves. It is only by combining all three that organisations can realise the full benefits.



Inclusion & Belonging Interventions

Inclusivity is good for business

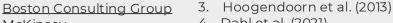
Diverse teams with an inclusive culture not only supports employee wellbeing, but can boost business performance through innovation and leadership.

- A recent study found that organisations with greater diversity in leadership reported higher payoffs from innovation and stronger financial performance.¹
- Companies in the top quartile for gender diversity are up to 25% more likely to achieve above-average profitability.²



- A field experiment on business students demonstrated stronger performance in terms of sales and profits among equal gendered teams compared to male-dominated teams.³
- Healthy attitudes arise among gender-mixed teams, even in the military.4

Sources:



McKinsev



Inclusion & Belonging Interventions

Reduce systematic biases in hiring and promotion processes

Unconscious bias among managers can lead to discriminatory hiring decisions. Whilst this is a complex challenge without a single solution, there are several evidence-informed interventions that may minimise the impact of unconscious bias:

- Remove words associated with gender stereotypes from job adverts.¹
- Anonymise applicants to overcome stereotyping.^{2, 3, 4}

5. Smith et al. (2015)

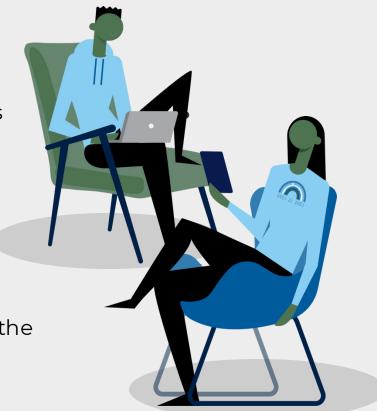
Bohnet (2016)

6.

- Provide diversity training for hiring managers.⁵
- Test applicants (e.g. work samples or cognitive ability tests) in later stages of the hiring process.^{6,7}

Sources:

- Gaucher at al. (2011)
- Goldin and Rouse (2000)
- Oreopoulos (2011)
- 7. Schmidt et al. (1998) 4. Bertrand and Duflp (2016)





Offer flexible working options to accommodate diverse needs

Enabling all employees the flexibility to work from different locations can drive inclusivity and belonging among underrepresented groups, caregivers, and individuals with disabilities or intellectual differences, by reducing work related stressors that are unique to them.^{1,2,3}

Business leaders should put measures in place to ensure that employees who work remotely are considered for promotion,⁴ receive sufficient feedback,⁵ and work appropriate hours to prevent excessive overtime.⁶



Sources:

- 1. <u>Economic Innovation Group</u>
- 2. Lyttelton et al. (2022)
- 3. Murphy and Thomas (2023)
- 4. Harrington and Emanuel (2021)
- Emanuel et al. (2022)
 Noonan and Glass (2022)
 - nd Glass (2022)



Engage employees in decision-making processes

Inclusive organisations empower employees by giving them a voice in organisational decisions that affect their work and broader life. Employee voice fosters greater workplace democracy which can lead to significant improvements in wellbeing and performance in the short and long-term.^{1,2,3}

- A study analysing the effects of employee involvement in team decisions regarding how work gets done increased employees' self-reported levels of autonomy and wellbeing.⁴
- Leaders who build team engagement in critical decision-making processes cultivate inclusive workplace climates that spark innovation and improve employee job satisfaction.⁵





Sources: 1. Battilina et al. (2022) 5. Nielsen and Randall (2012) 2. Fox et al. (2022) 6. Brimhall (2019) 3. Mowbray et al. (2022)

Improve senior-level representation through mentoring and sponsorship

Typically led by senior managers, mentoring programmes create supportive bonds with employees. Studies show that underrepresented employee groups especially stand to gain.^{1,2}

 An analysis of 829 U.S. firms revealed that mentoring programmes increased representation of black, Hispanic, Asian-American women, and Hispanic and Asian-American men from 9% to 24%.³

A recent survey reports that less than half (40%) of employees have a mentor at work and less than a quarter (23%) have a sponsor.⁴

Sources:

1. <u>Harvard Business Review</u>

- Lewis et al. (2016)
 Harvard Business Review
- <u>narvaru Business Rev</u>
 <u>Gallup</u>





References (1/2)

Battilana, J, Yen, J, Ferreras, I, & Ramarajan, L. (2022). Democratizing Work: Redistributing power in organizations for a democratic and sustainable future. *Organization Theory*, *3*(1), 263178772210847.

Bertrand, M., & Duflo, E. (2016). *Field Experiments on Discrimination* (Working paper series (National Bureau of Economic Research : Online) ; working paper no.22014). Cambridge, Mass: National Bureau of Economic Research.

Bohnet, I. (2016). What Works : Gender Equality by Design. Cambridge, MA.

Brimhall, KC. (2019). Inclusion Is Important ... But How Do I Include? Examining the Effects of Leader Engagement on Inclusion, Innovation, Job Satisfaction, and Perceived Quality of Care in a Diverse Nonprofit Health Care Organization. *Nonprofit and Voluntary Sector Quarterly, 48*(4), 716-737.

Dahl, GB, Kotsadam, A, & Rooth, D-O. (2021). Does Integration Change Gender Attitudes? The Effect of Randomly Assigning Women to Traditionally Male Teams. *The Quarterly Journal of Economics, 13*6(2), 987-1030.

Emanuel N, Harrington E, Pallais A. The Power of Proximity: Office Interactions Affect Online Feedback and Quits, Especially for Women and Young Workers. Working Paper. Fox, KE, Johnson, ST, Berkman, LF, Sianoja, M, Soh, Y, Kubzansky, LD, & Kelly, EL (2022). organizational- and group-level workplace interventions and their effect on multiple domains of worker well-being: A systematic review. *Work & Stress*, *36*(1), 30–59.

Goldin, C, & Rouse, C (2000). Orchestrating Impartiality: The Impact of "Blind" Auditions on Female Musicians. *The American Economic Review*, 90(4), 715-741.

Gaucher, D, Friesen, J, & Kay, AC (2011). Evidence That Gendered Wording in Job Advertisements Exists and Sustains Gender Inequality. *Journal of Personality and Social Psychology*, 101(1), 109-128.

Harrington, M, & Emanuel, N. (2021) Working' Remotely? Selection, Treatment, and Market Provision of Remote Work. Working Paper.

Lewis, V, Martina, CA, McDermott, MP, Trief, PM, Goodman, SR, Morse, GD, . . . Ryan, RM. (2016). A Randomized Controlled Trial of Mentoring Interventions for Underrepresented Minorities. *Academic Medicine*, *91*(7), 994-1001.

Lyttelton, T, Zang, E, & Musick, K. (2022). Telecommuting and gender inequalities in parents' paid and unpaid work before and during the COVID-19 pandemic. *Journal of Marriage and Family*, 84(1), 230-249.



References (2/2)

Mowbray, PK, Wilkinson, A, & Tse, HHM (2022). Strategic or Silencing? Line Managers' Repurposing of Employee Voice Mechanisms for High Performance. *British Journal of Management*, 33(2), 1054-1070.

Murphy, C, & Thomas, FP (2023). Historic highs in employment for people with disabilities: An unexpected pandemic outcome. *The Journal of Spinal Cord Medicine*, *46*(2), 165-166.

Nielsen, K, & Randall, R (2012). The importance of employee participation and perceptions of changes in procedures in a teamworking intervention. *Work and Stress, 26*(2), 91-111.

Noonan, MC., & Glass, JL (2012). The hard truth about telecommuting. *Monthly Labor Review, 135*(6), 38-45.

Oreopoulos, P (2011). Why Do Skilled Immigrants Struggle in the Labor Market? A Field Experiment with Thirteen Thousand Resumes. *American Economic Journal. Economic Policy*, *3*(4), 148-171.

Schmidt, FL, & Hunter, JE (1998). The Validity and Utility of Selection Methods in Personnel Psychology. *Psychological Bulletin*, 124(2), 262-274.

Smith, JL, Handley, IM., Zale, AV, Rushing, S, & Potvin, MA (2015). Now Hiring! Empirically Testing a Three-Step Intervention to Increase Faculty Gender Diversity in STEM. *Bioscience*, 65(11), 1084-1087.

Stone, J (2022). *Employee resource groups and employment outcomes in LGBT employees* (Order No. 29065771). Available from ProQuest Dissertations & Theses Global. (2656162717).





Making the most of this resource



The Work Wellbeing Playbook is a concise guide derived from a systematic literature review of workplace wellbeing interventions. It offers a high-level summary of evidence-based interventions categorised by 12 key drivers of workplace wellbeing, distilled from over 3,000 academic studies.

Aimed at busy professionals, it provides accessible insights to improve employee wellbeing.

This playbook builds upon the World Wellbeing Movement's science-based recommendations for how to measure both <u>how</u> <u>employees are feeling at work</u>, and <u>why</u> they are feeling that way. You can then use the Work Wellbeing Playbook to address the areas for improvement within your organisation.

Business leaders are recommended to keep diversity top of mind when leveraging the playbook to craft a **holistic** employee wellbeing strategy for their organisation. While no single intervention guarantees success, combining multiple interventions across various levels and drivers of wellbeing can yield positive results for organisations.



Sharing this resource



Cite this resource:

Cunningham, S., Fleming, W., Regier, C., Kaats, M., & De Neve, J. (2024). Work Wellbeing Playbook: A Systematic Review of Evidence-Based Interventions to Improve Employee Wellbeing. World Wellbeing Movement.

<u>The Work Wellbeing Playbook</u>© 2024 by the <u>World Wellbeing Movement</u> is licensed under <u>CC BY-NC-ND 4.0</u>©•§©

