



# Inclusion & Belonging

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.<sup>1</sup>
- Companies in the top quartile for gender diversity are up to 25% more likely to achieve above-average profitability.<sup>2</sup>
- A field experiment on business students demonstrated stronger performance in terms of sales and profits among equal gendered teams compared to male-dominated teams.<sup>3</sup>
- Healthy attitudes arise among gender-mixed teams, even in the military.<sup>4</sup>



Sources:

1. [Boston Consulting Group](#)
2. [McKinsey](#)

3. Hoogendoorn et al. (2013)
4. Dahl et al. (2021)



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## 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.<sup>1</sup>
- Anonymise applicants to overcome stereotyping.<sup>2,3,4</sup>
- Provide diversity training for hiring managers.<sup>5</sup>
- Test applicants (e.g. work samples or cognitive ability tests) in later stages of the hiring process.<sup>6,7</sup>



#### Sources:

1. Gaucher et al. (2011)
2. Goldin and Rouse (2000)
3. Oreopoulos (2011)
4. Bertrand and Duflp (2016)
5. Smith et al. (2015)
6. Bohnet (2016)
7. Schmidt et al. (1998)



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## Interventions

### 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.<sup>1,2,3</sup>

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



#### Sources:

1. [Economic Innovation Group](#)
2. [Lyttelton et al. \(2022\)](#)
3. [Murphy and Thomas \(2023\)](#)
4. [Harrington and Emanuel \(2021\)](#)
5. [Emanuel et al. \(2022\)](#)
6. [Noonan and Glass \(2022\)](#)



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## Interventions

### 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.<sup>1,2,3</sup>

- 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.<sup>4</sup>
- Leaders who build team engagement in critical decision-making processes cultivate inclusive workplace climates that spark innovation and improve employee job satisfaction.<sup>5</sup>



#### Sources:

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



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## Interventions

### 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.<sup>1,2</sup>

- 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%.<sup>3</sup>

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.<sup>4</sup>



Sources:

1. [Harvard Business Review](#)
2. Lewis et al. (2016)
3. [Harvard Business Review](#)
4. [Gallup](#)



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# 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 [how employees are feeling at work](#), and [why 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:

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