



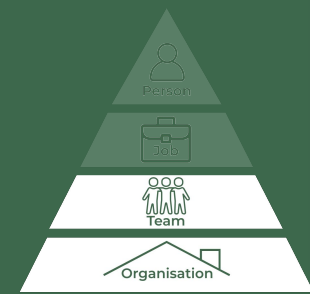
Inclusion & Belonging

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.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





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.⁵
- Anonymise applicants to overcome stereotyping.^{6,7,8}
- Provide diversity training for hiring managers.⁹
- Test applicants (e.g. work samples or cognitive ability tests) in later stages of the hiring process.^{10,11}





Inclusion & Belonging 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.^{12,13,14}

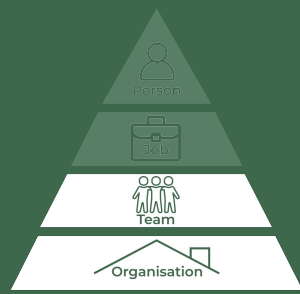
Business leaders should put measures in place to ensure that employees who work remotely are considered for promotion,¹⁵ receive sufficient feedback,¹⁶ and work appropriate hours to prevent excessive overtime.¹⁷



Refer also to:
o **Stress** driver



Inclusion & Belonging 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.^{18,19,20}

- 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.²¹
- Leaders who build team engagement in critical decision-making processes cultivate inclusive workplace climates that spark innovation and improve employee job satisfaction.²²



Refer also to other drivers:
◦ **Support**
◦ **Employee Voice**





Inclusion & Belonging 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.^{23,24}

- 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%.²⁵

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.²⁶





Inclusion & Belonging

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Making the most of this resource

1 Measure

Conduct an employee survey to assess four core dimensions of employee wellbeing: **job satisfaction, happiness, stress, and sense of purpose.**

Collectively, these provide a scientifically validated, multidimensional view of how employees experience work.

Equally important, organisations should measure **the drivers of workplace wellbeing** - the underlying working conditions, relationships, and organisational factors that shape those experiences.

2 Understand

Once you've got the data, the next step is to **identify which drivers most strongly predict wellbeing outcomes within your organisation.**

Workplace wellbeing is multidimensional, shaped by a range of drivers, but not all drivers exert equal influence in every context.

By applying **data analysis at scale**, organisations can uncover which factors most powerfully explain wellbeing within their organisation.

3 Act

Once you have identified your priority drivers, the next task is to **select and implement interventions** that address them effectively.

The Playbook provides a curated selection of **evidence-based interventions** to help you act with confidence to choose interventions that are both empirically grounded and contextually feasible.

Don't forget to build **evaluation** plans into your intervention design.



Read [our guidance](#) document before getting started, to ensure you get the most out of the resources.

Sharing this resource



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Inclusion & Belonging

is just one key driver of workplace wellbeing

These are just some of many evidence-based interventions recommended in the Work Wellbeing Playbook.



All recommendations and academic citations, organised by driver, are available for free on our website:

www.worldwellbeingmovement.org/playbook