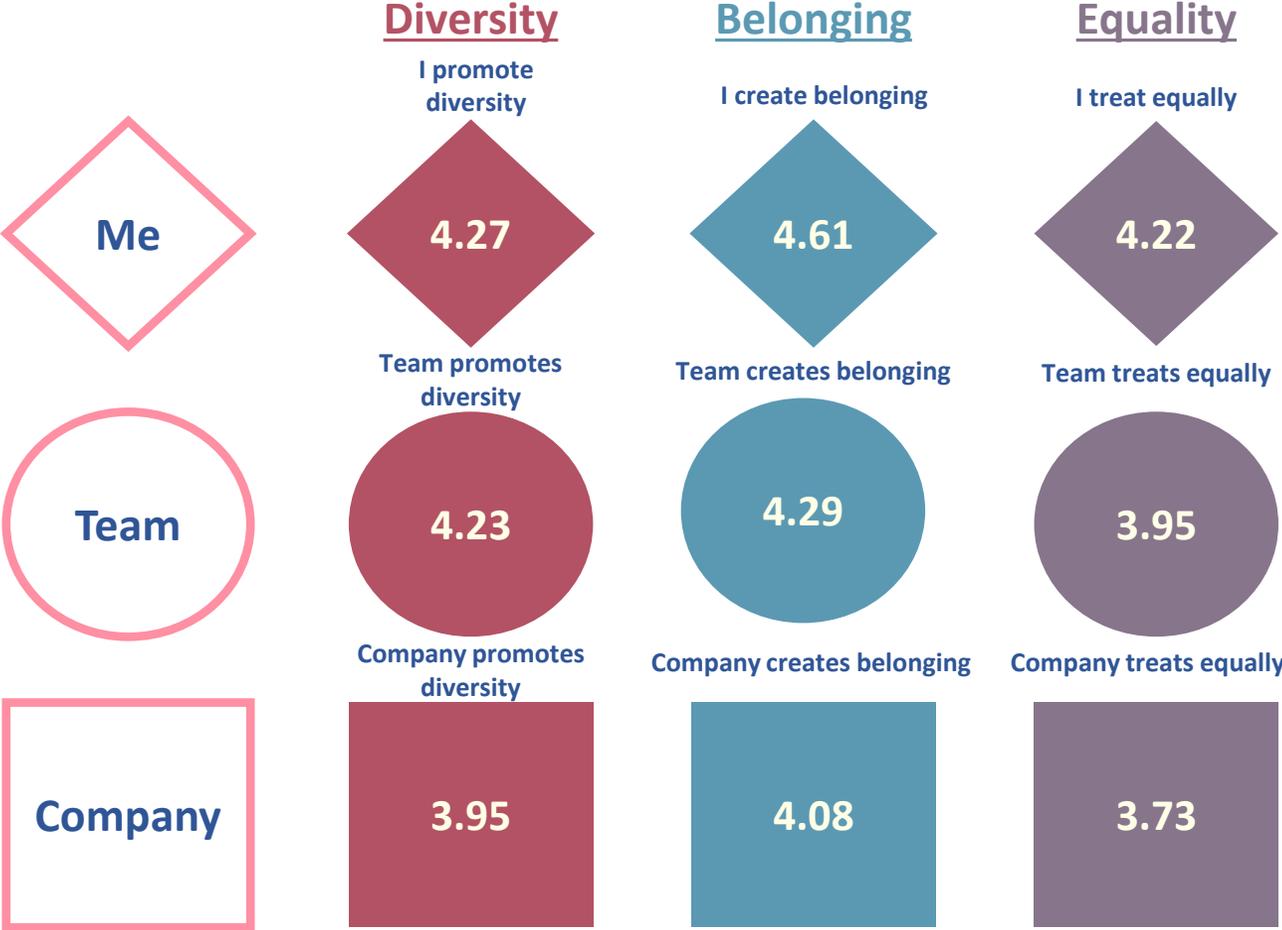


Leadership Pulse Summer 2019 Diversity, Belonging, Equality

We asked 9 questions on a Strongly Disagree (1) to Strongly Agree (5) scale. Three questions focused on each area: Diversity, Belonging, and Equality, in regards to the respondent, their team, and their organization.

I personally do everything I can to promote diversity at work.	Diversity	Me
I try to create an environment where everyone feels like he/she belongs (I am welcoming to others).	Belonging	Me
I believe that all people should be treated equally at work.	Equality	Me
My team works to promote diversity at work.	Diversity	Team
Our team works in a way that welcomes others; we support the values of belonging and inclusion.	Belonging	Team
My team believes in treating others equally (we don't show favoritism).	Equality	Team
Our company works to promote diversity at work.	Diversity	Company
My company is striving to have a culture of inclusion and belonging for all employees.	Belonging	Company
Equality is an important value in my organization.	Equality	Company

Average scores are provided in the chart below, with the columns (indicated by color) representing Diversity, Belonging, and Equality, and the rows (indicated by shape) representing the respondent, their team, and their organization.



We looked across all respondents to see which questions clustered together. So if a respondent scored low on question 1, they usually scored low on question 2. From this analysis, 3 distinct patterns formed:

1

Respondents had little distinction between Diversity and Belonging questions for themselves and their teams

Respondents did have a distinction for how their organization promote Diversity and Belonging. These two questions grouped together at the organizational level, separate from the Diversity and Belonging questions for the individual and their team.

2

3

The Equality questions formed their own group, and individuals responded similarly regardless of whether it involved themselves, their team, or their organization

This analysis was supported by open ended definitions respondents gave for Diversity, Belonging, and Equality:

Diversity

"The people on my team have different viewpoints and experiences."

"Our unique differences"

"Diversity to me cuts across all groups: generational, racial, gender. The more mix the better the outcome. Assuming the leadership can handle the diversity of opinions and manages them appropriately."

"Bringing together the perspectives of individuals of all backgrounds, life experiences, preferences and beliefs"

"A variety of different ideas, contributions from different perspectives"

Belonging

"a sense that I have a place here - I am understood and welcome as I am - there's a caring and curiosity about who I am and what I bring and I can bring that freely"

"Everyone feels like they are welcomed, valued part of the team and engaged in decision making "

"Making people to feel part of something larger; feeling comfortable that their contributions matter to the greater good"

"Gives us the feeling of being valued and respected within a group -- without having to change who you are"

"When employees feel values for all of who they are."

Equality

"Fairness and belief that I am respected like all others, paid equitably for my contributions and recognized similarly "

"this is something that I do not see as valid in an organization other than in terms of delegation of authority, the equality of authorization to make decisions to obligate a business."

"Hard to say - managers should not get paid the same as individual contributors or executives. People who have childcare issues should not necessarily be treated the same as those who do not."

"Equal pay, equal assignments, and equal opportunity for feedback and continuing education."

"when all people have the same importance, rarely seen in corporate environment hierarchies."

"Same opportunity for all to advance and succeed. Equal pay for equal work and experience "

"Have the playing field leveled for opportunity."