BELONGING

IS MORE THAN A SEAT AT THE TABLE

The superior outcomes you seek cannot be achieved without a sense of belonging. To improve workplaces, we must move past laudatory DE&I commitments and place an emphasis on the true outcome we seek: a society where everyone belongs and has equitable opportunities to thrive.

The majority of executive leaders know they're missing the mark on improving diversity, equity and inclusion (DE&I) at their organizations. Surpassing that knowledge is the recognition of how incredibly important DE&I is to the well-being and success of their enterprises – most importantly, their people.

Belonging is about how you feel. Do your employees feel valued? Do they feel like their ideas and contributions matter? When employees do not feel heard or accepted for who they are, when they feel isolated and marginalized, at best, productivity decreases, and both workers and companies are robbed of growth opportunities. At worst, high employee turnover and toxic cultures.

Organizational change comes from the top. You have the power to set the tone, ethos and workplace culture, which is then carried forth by people managers and individual contributors. So, how do you start? What is the first move? You start by asking yourself: *What actions can I take to create a culture of belonging at work?*

EMPLOYEES AGREE: THE WORKPLACE NEEDS WORK BEFORE THEY CAN THRIVE

27% – More than one-quarter of U.S workers say their workplace does not clearly provide opportunities for employees to openly discuss issues without fear of penalty, punishment and retaliation.[1]

25% – 1 in 4 U.S. workers said they do not trust their manager to treat them fairly.[2]

26% Just over 1 out of 4 U.S. workers do not feel emotionally safe at work.[2]

27% – U.S. workers do not think that their manager encourages a culture of open and transparent communication.[2]

97% – An overwhelming majority of U.S. workers believe empathy is an **essential quality** of a healthy workplace culture.[1]

RACE AND GENDER INEQUALITY REMAINS HIGH

- Black workers **(45%)** say their workplace discourages discussion of racial justice issues, versus 30% of white workers.[3]

- **64%** of Hispanic working Americans rank retirement savings as one of the most important employer-sponsored financial wellness benefits compared to 80% of white working Americans.[4]

- Only **13%** of the most important employer-sponsored financial wellness benefits.[4]

- Working men **(69%)** rate their financial well-being as excellent or good compared to **52%** of working women.[4]

- While over half **(58%)** of organizations voluntarily conduct pay equity reviews, **42%** do not.[5]

WHO DRIVES THE CHANGE?

- Nearly half of leaders **(46%)** say they're behind where they ought to be for improving DE&I.[6]

- CHROs **(71%)** indicate that DE&I is essential for boards to discuss. Boards of directors indicate that turnover and culture **(74%)** are essential elements to discuss.[8]

- Boards of directors and CHROs don't agree on what the board's involvement should be in workplace/culture issues. CHROs indicated **(34%)** that the board should be debriefed but not required to oversee it; however, **31%** of directors indicated that they should be deeply involved in workplace/culture issues.[9]

1 Citation: SHRM 2021 Empathy Deficit
2 Citation: 2021 SHRM Workplace Culture Supplemental Research
3 Citation: SHRM 2020 The Journey to Equity and Inclusion Report
4 Citation: 2021 SHRM and Morgan Stanley at Work – Unlocking the Full Potential of Financial Wellness Benefits Report
5 Citation: unreleased 2021 data. To be released at Inclusion (Pay Equity & History)
6 Citation: 2021 DEI Metrics conducted by SHRM, Harvard Business Review Analytical Services, and Trusaic.
7 Citation: SHRM 2021 Empathy Deficit
8 Citation: 2021 SHRM and CEG – The CHRO-Board Partnership: Who's Minding the Talent Gap.
9 Citation: 2021 SHRM and CEG – The CHRO-Board Partnership: Who's Minding the Talent Gap – Supplemental Research

START MAKING A REAL CHANGE WITH THE SHRM EXECUTIVE NETWORK BEHIND YOU.

The SHRM Executive Network is an elite peer group of DE&I, public policy, and HR leaders at the intersection of people and business. A comprehensive resource for executives seeking to drive performance today and prepare for tomorrow's challenges.

- Curated, intimate peer groups provide true peer learning, networking and support as we collectively journey toward belonging, acceptance and thriving workplaces.

- On-demand data, private briefings and resources keep you up to date on belonging, empathy, DE&I and workplace trends.

- Curated events, including the Visionaries Summit, offer opportunities to change the national dialogue on critical topics.

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Apply to the SHRM Executive Network for candid conversations and insights from the experts on creating a culture of inclusion and belonging at your organization. Visit shrm.org/executive or scan the code here.

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