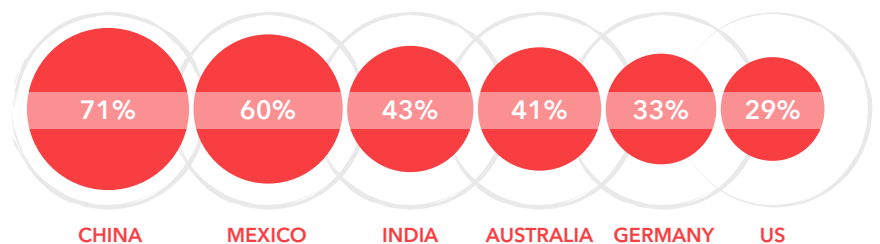# INCLUSION MATTERS

Want to build high-performing teams?
Make employees feel more included at work.

INCLUSION IS CONNECTED TO INNOVATION AND HELPFULNESS

How Much Does Feeling Included Contribute to
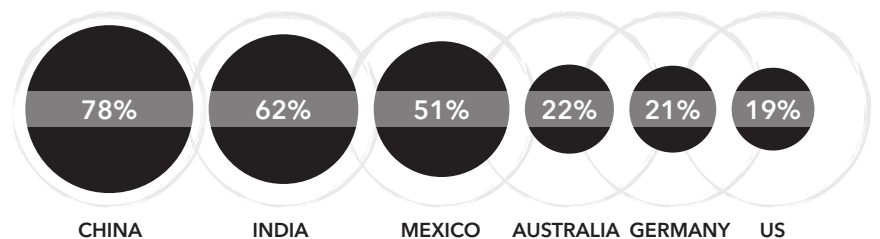Self-Reported Team Citizenship and Innovation?

TEAM CITIZENSHIP
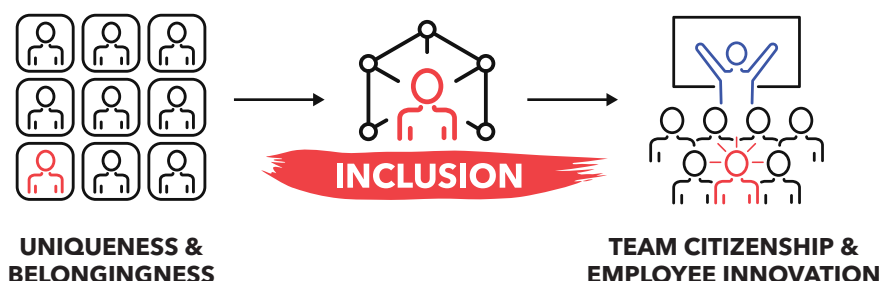
Going beyond the call of duty to help co-workers.

CHINA	MEXICO	INDIA	AUSTRALIA	GERMANY	US
71%	60%	43%	41%	33%	29%

INNOVATION

Introducing new and fresh ideas, concepts, processes, or products.

CHINA	INDIA	MEXICO	AUSTRALIA	GERMANY	US
78%	62%	51%	22%	21%	19%

BELONGINGNESS + UNIQUENESS = INCLUSION IN MOST COUNTRIES

UNIQUENESS & BELONGINGNESS → **INCLUSION** → **TEAM CITIZENSHIP & EMPLOYEE INNOVATION**

How Much Does Perceived Uniqueness and Belongingness Contribute to Inclusion?

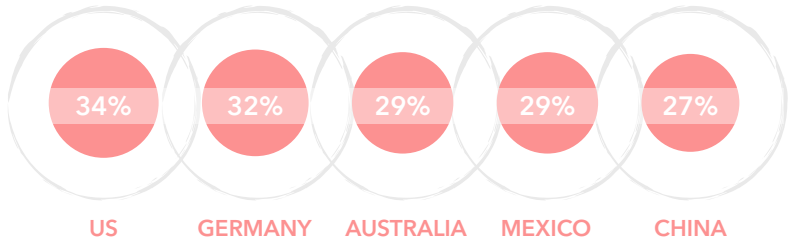## UNIQUENESS

The perception that you are distinct from others and that your distinctiveness is valued by others in the group.

CHINA	AUSTRALIA	MEXICO	GERMANY	US
24%	22%	22%	20%	19%

BELONGINGNESS

The perception that you are part of a group, such as a work team, and that you are an essential part of the group.

US	GERMANY	AUSTRALIA	MEXICO	CHINA
34%	32%	29%	29%	27%

INDIA

We found no evidence that uniqueness and belongingness were distinct factors for Indian employees' perception of inclusion. Perhaps they saw them as two sides of same coin—both indicators of inclusion.
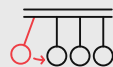
KEY LEADERSHIP BEHAVIORS

Four Leadership Attributes That Link to Inclusion

EMPOWERMENT
You enable direct reports to develop and excel.

ACCOUNTABILITY
You demonstrate confidence in direct reports by holding them responsible for performance they can control.

COURAGE
You put personal interests aside to achieve what needs to be done; you act on convictions and principles even when it requires personal risk-taking.

HUMILITY
You admit mistakes; you accept and learn from criticism and different points of view; you seek contributions of others to overcome limitations.

Inclusive leaders create innovative, dynamic workplaces where employees feel connected to and supportive of one another, and where everyone can advance and thrive.

CATALYST
WORKPLACES THAT WORK FOR WOMEN