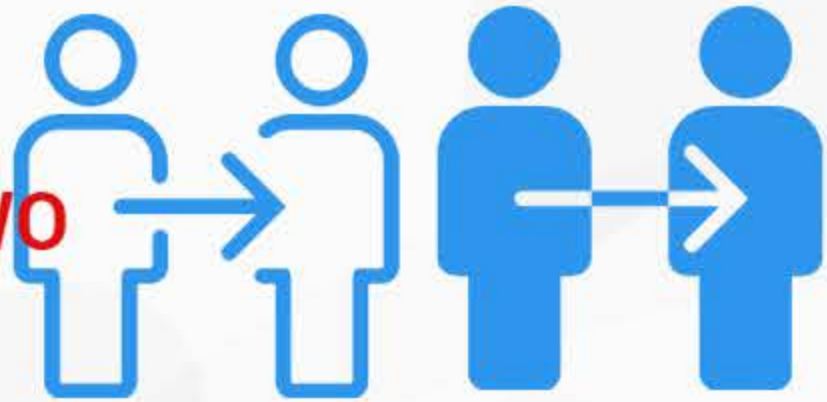


Uncovering Inclusion

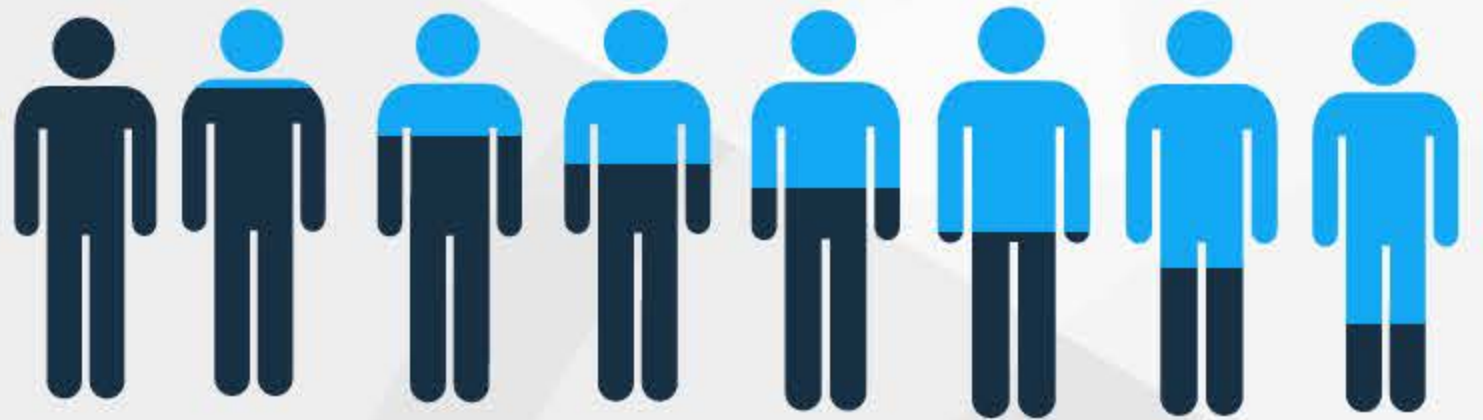
IN THE WORK PLACE

49%
nearly **ONE IN TWO**



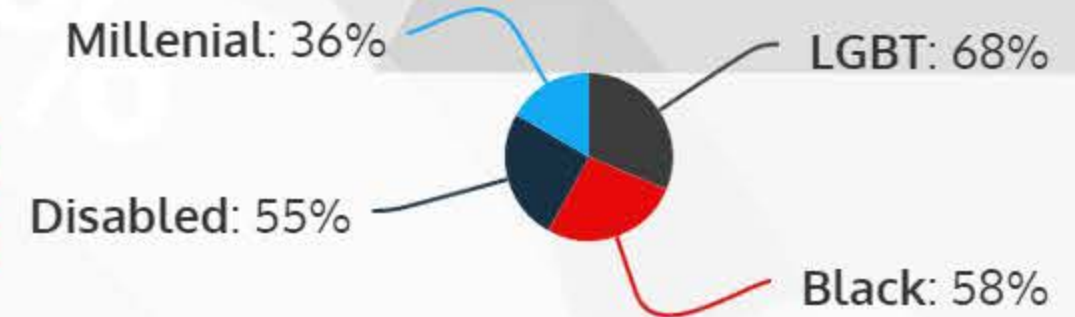
Respondents cover at least one identity

Covering is a strategy which individuals manage or downplay their difference. Covering can prevent an individual from bringing their authentic selves to work and hinder an organization from creating a true culture of inclusion.



45%
OF STRAIGHT WHITE MEN

Respondents who reported covering?



PEOPLE COVER IDENTITY OVER FOUR DIMENSIONS

APPEARANCE



Altering self appearance such as grooming attire, manurisms, language

"I'm supposed to walk with a cane but I don't bring it to work. When I walk with others I just tell them I'm a slow walker"

ASSOCIATION



Avoiding personal or professional contact with individuals belonging to their identity or group

"I didn't want to join a group that focused on women and their issues. I found the best thing to do was to fit in with the men and the group"

ADVOCACY



Individuals may avoid showing public support for their identity or group

"Embarrassed to admit, I don't tell co-workers that actively mock "gay" characteristics to stop because everyone else in the office finds it funny"

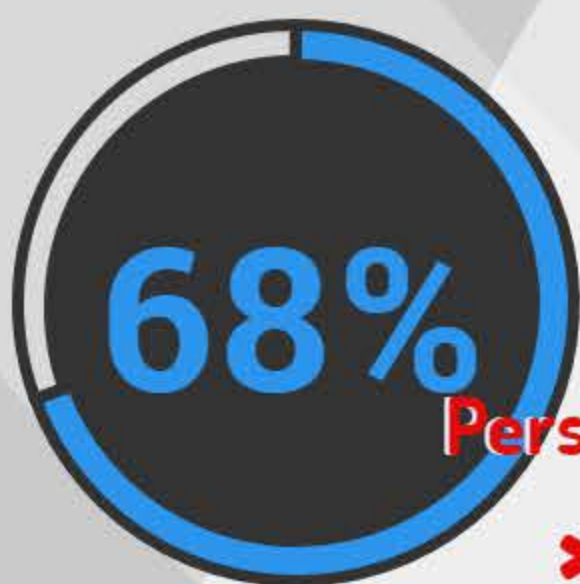
AFFILIATION



Individuals may alter their behavior to avoid engaging in conduct associated with their identity or group to avoid being stereotyped

"I have put in extra hours and missed family events throughout my career in order to not be included in the "young people are lazy" stereotype"

THREE LEADING SOURCES OF COVERING



Personal Choice

* 32% of respondents state that covering has negatively impacted their sense of self.

Organizational Culture



* 99% of respondents agreed that inclusion was an expressed core organizational value

however
Considerably fewer (70%) agreed that the organization in question didn't live up to the expressed commitment to inclusion



Leadership Expectations

* 42% of respondents indicated covering has led to opportunities, indicating that covering may be rewarded in some areas of organizations.

THE COSTS OF COVERING and SOLUTIONS TO COVERING

16% lower commitment to the organization
14% lower sense of belonging to the organization
15% less likely to perceive having opportunities to advance
27% more likely to have considered leaving the organization within the past 12 months

- ✓ Implement a storytelling campaign to create understanding and connections between leadership & employees
- ✓ Consider using Inclusion Labs to develop deep-dive strategies for impacted areas and at-risk cohorts
- ✓ Develop strategies and leadership action plans to target organizational culture change and close the gap on inclusive values and living up to these values