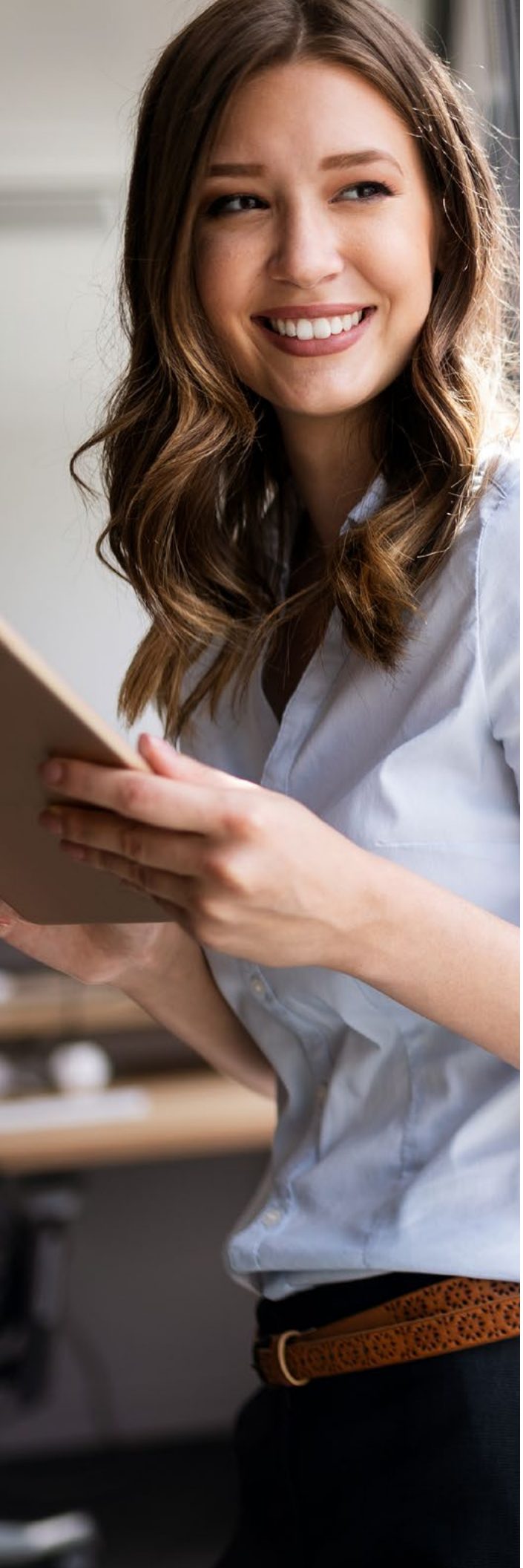


Achievers

BELONGING AT WORK

2021 CULTURE REPORT

Powered by the Achievers Workforce Institute



Achievers

CONTENT

3. Introduction
4. Key findings
5. The power of belonging
6. The pillars of belonging
   - Welcomed
   - Known
   - Included
   - Supported
   - Connected
11. Trends in belonging
   - Recognition
   - DEIB
   - Gender
   - Seniority
15. Recommendations
16. Appendix 1: Employee experience checklist
23. Appendix 2: National trends
   - Australia
   - Canada
   - Germany
   - Netherlands
   - Singapore
   - Switzerland
   - United Kingdom
   - United States of America
31. About the report

Introduction

The Achievers Workforce Institute defines belonging as an experience of connection, security, and community — it's about feeling at home in one's place, without reservation.

The past two years have brought enormous challenges and changes — new ways of working, distance from coworkers, and opportunities to blaze new trails to achieve success. None of us were prepared for this watershed experience and HR leaders have been on the frontline of this tsunami of change. Today, as the flood waters begin to recede, what fresh treasures will we find left behind? What lessons learned that can support our future success?

You've likely seen belonging become an increasingly popular topic of conversation for HR and business leaders over the past year. However, 'belonging' has actually been on the minds of leadership for some time now. In fact, it ranked as a top topic on the Deloitte 2020 Global Human Capital Trends survey, with 79% of organizations considering it important for their success. All of which prompted academic research examining the business implications of belonging, which demonstrated that individuals who feel a sense of belonging at work have higher overall employee engagement. More specifically, those who feel a deep sense of belonging at work are more likely to experience greater job satisfaction, better mental health, higher levels of productivity and lower levels of both fatigue and emotional exhaustion. Belonging is proving to be a critical driver of employee and business performance.

A true sense of belonging at work is the deepest outcome measure of engagement — and one of the best predictors of the extent to which one will thrive at work.

Organizations that are able to cultivate a sense of belonging are more likely to have employees that passionately advocate for, are committed to and are enthusiastic about their work. Environments that foster a deep sense of belonging also enjoy greater productivity, stronger employee well-being, and lower levels of turnover. There is simply no question that the establishment of a culture of belonging must be a strategic point of focus for every business and HR leader seeking an engaged, satisfied, and resilient workforce. However, as 2021 was off to the races, it become clear that there was not yet an answer as to why belonging has such an emphatic impact on the experience of work.

At the Achievers Workforce Institute (AWI) we strive to advance academic knowledge and understanding of the employee experience with our data-driven, empirically robust research models and reports. To that end, we dug into the academic literature to identify the components, the ingredients, that come together to explain this powerful construct of belonging. With our own research-backed AWI Belonging Model in hand, we then set off to test that model with a research study soliciting input from more than 3,500 employees around the world.

What we discovered was a profoundly strong business case for cultivating a culture of belonging, using the factors of the AWI Belonging Model. Indeed, we found that employees with a strong sense of belonging were more engaged, productive, resilient, and satisfied — but it wasn't enough for us to simply say "this matters." As a research institute and trusted advisor to organizations around the globe, we also needed to answer the question, "why does it matter and how do we get there?"

That's where the AWI Belonging Model made its entrance. Our research confirmed that employees experience a deep and compelling sense of belonging when they feel: welcomed, known, included, supported, and connected — the pillars of the AWI Belonging Model. When organizations strategically and tactically provide those supportive elements to their employees, they ensure a rich and powerful sense of belonging across their companies. Now, it's quite likely that many of the HR tools and programs you already have in place support one or more of these Belonging Model pillars. In fact, these pillars offer a clear framework for assessing your HR technology and training, ensuring that your tools and support systems are working to foster a sense of belonging at every step, every day, for every employee.

Business leaders have the challenge and opportunity right now to up level the conversation about the employee experience, to think bigger, more boldly about the engagement of their people. Developing a belonging strategy and supportive tactics to enhance employees' sense of belonging ensures a happier, healthier employee population — driving business results that quickly surpass the competition. This report is intended to guide you on your journey in leveraging the pillars of belonging, to ensure a brighter future for your employees and your organization.



Dr. Natalie Baumgartner
Chief Workforce Scientist

AWI



Key findings

1. Belonging is a critical driver of individual and organizational success. According to the AWI survey, people with a strong sense of belonging are significantly more likely to be engaged in their role. They are also more than twice as likely to be productive, resilient, committed to their company, satisfied with their job, and feel enthusiastic about their role.

2. With a clear call to action to business leaders to encourage belonging at work, it's important to understand how to cultivate this sense of belonging. The pillars of belonging, which all correlate positively and significantly with a stronger sense of belonging, include being:

    i. Welcomed
    ii. Known
    iii. Included
    iv. Supported
    v. Connected

3. Diversity and equity have a significant role to play in belonging. Employees who say their organization is diverse at senior levels are 2.4x more likely to feel a strong sense of belonging. Those who strongly agree that every employee at their organization has the same opportunities to succeed and advance are 2.15x more likely to feel a strong sense of belonging.

4. There is a clear gender difference when it comes to belonging. Men are 41% more likely to feel a strong sense of belonging compared to women. While there are likely a few drivers of this difference, it seems that feeling included and valued play an important role. For example, one quarter (24%) of men feel comfortable sharing a differing opinion, knowing it will be valued - compared to just 18% of women.

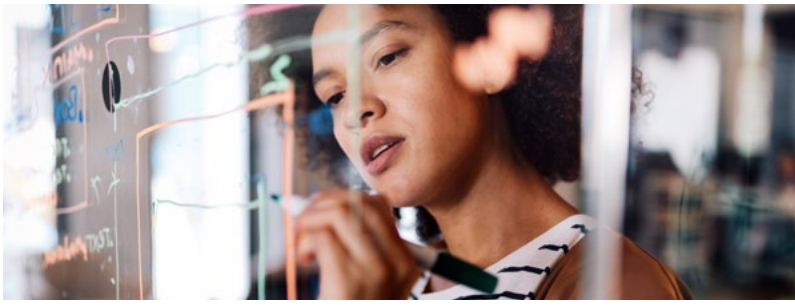
5. Recognition is a key driver of inclusion and the experience of belonging. Those recognized in the past week are almost twice as likely to have a strong sense of belonging compared to average, while just 11% of those never recognized feel a strong sense of belonging.

The power of belonging

Employees with a strong sense of belonging are twice as likely to say they would recommend their company to others, that they rarely think about looking for a job elsewhere, and that they are enthusiastic about their job. Belonging also correlates positively with productivity, job satisfaction, culture fit, and sense of purpose.

In fact, belonging strongly correlates with every positive behavior or sentiment that was surveyed for, showing it to be a crucial component of individual and organizational success.

For company leaders looking to improve metrics around productivity, retention, and engagement, belonging should be their number one focus.



Outcome of belonging:

	Employees with a strong sense of belonging	Employee average	Employees with a low sense of belonging
I would recommend this company as a great place to work	51%	23%	4%
I rarely think about looking for a job elsewhere	40%	20%	5%
I am enthusiastic about my job	48%	21%	4%
I am my most productive self at work	45%	20%	6%
I am satisfied with my current role	48%	22%	6%
I feel supported to take care of my mental wellness	40%	18%	3%
I feel supported to take care of my physical wellness	41%	18%	3%
I feel competent in my role	47%	27%	19%
I feel a strong sense of safety at work	50%	24%	6%
I feel capable to manage obstacles and challenges as they arise	41%	20%	8%
I am a good fit with the culture and the way we do things at my company	44%	21%	6%
I feel a sense of purpose in my role	46%	22%	6%



Establishing a culture of belonging

Though belonging is a much-desired organizational quality, it can seem difficult to establish strategically and tactically. To guide organizations in the effective development of a culture of belonging, the Achievers Workforce Institute has identified five contributing factors, each backed by both academic research and best-in-class business practices. All five of these belonging pillars were analyzed by the Achievers Workforce Institute data science team were found to positively and significantly correlate with a strong sense of belonging.

To possess a sense of belonging at work, employees must feel welcomed, known, included, supported, and connected.

Welcomed

Employees who experience a sense of belonging are intentionally introduced to, and incorporated within, the organizational culture and community.

People who are warmly welcomed and invited to be part of their organizational community are 2x more likely to feel a sense of belonging.*

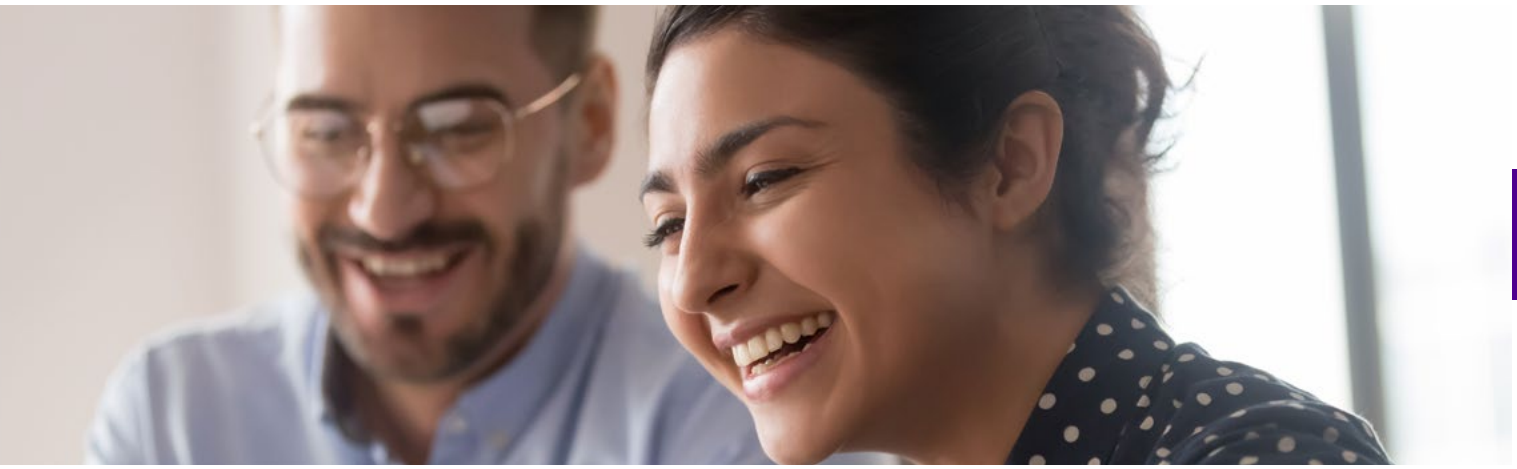
Welcoming and integrating new employees into the organizational community is an important facet of belonging. Research shows that employees benefit from thoughtful, structured onboarding processes that "socialize" new members of the organization by connecting them with peers — both on their team and across the company, by providing them with an onboarding buddy, and by introducing them to interest or employee resource groups (ERGs). Studies also show that employees perceive these types of onboarding practices as more helpful when they're formal and required. These welcoming efforts predict positive outcomes for new employees, including greater: role clarity, self-efficacy, job performance, retention, perceived fit, and job satisfaction.

Employees with a strong sense of belonging are more than twice as likely to say they were warmly welcomed, have been asked to take part in events, and participated in a culture onboarding.

Employees with a low sense of belonging are only a third as likely to say they were warmly welcomed or asked to take part in company events as new employees and only 2% participated in culture onboarding.

Outcome of belonging:

	↗ Employees with a strong sense of belonging	→ Employee average	↘ Employees with a low sense of belonging
I was warmly welcomed and invited to be part of the community	47%	22%	6%
I have been asked to take part in team or company events	40%	19%	6%
I participated in a culture onboarding to better understand my fit and team	36%	15%	2%



Known

Employees who experience a sense of belonging feel understood, motivated, and celebrated as an individual.

People who feel known as an individual are 2x more likely to feel a sense of belonging.*

In order to feel a deep sense of belonging, employees need to feel seen and understood in their workplace — not as a role or a number but as unique individuals. Knowing more about who employees are — what's of interest to them, how they're wired, what they value — allows both managers and colleagues to connect with each other in a more personal and authentic manner.

Gaining insight into employees' personal values not only helps them feel understood as individuals but also illuminates areas of culture fit, another aspect of being known.

Research shows that leveraging areas of culture fit between an individual's personal values and the values of their organization leads to higher levels of employee engagement and retention. When managers understand their employees' personal values, they are better able to help them develop more meaningful connections to existing organizational goals, which has been shown to increase employee motivation and satisfaction.

Employees with a strong sense of belonging are twice as likely to feel known, and almost three times as likely have completed a personality/values assessment. Comparatively, employees with a low sense of belonging are a third as likely to feel known, and just 2% completed a personality assessment.

Employees who receive pulse surveys four or more times a year are 39% more likely to feel known than those surveyed just once a year. This shows that being able to give feedback and feeling heard helps contribute to feeling known.

Outcome of belonging:

	↗ Employees with a strong sense of belonging	→ Employee average	↘ Employees with a low sense of belonging
My colleagues know me as an individual/person	52%	26%	8%
Through my company I have completed a personality/values assessment (e.g. DISC, MBTI)	34%	14%	2%



Included

Employees who experience a sense of belonging feel valued and accepted without reservation.

People thrive when they feel valued for being who they are inside their company. Inclusion is not simply about being invited to participate within an organization but, rather, reflects an employee's deep and unwavering sense that who they are and how they experience their organization is held as critically important. Employees who feel fully accepted at their workplace are more likely to feel satisfied with their position, familiar with their teammates, and competent in their job duties. What's more, inclusive workplaces are more likely to have greater work engagement, innovation, psychological safety, and trust. Fostering an inclusive experience requires organizations to regularly gather feedback from employees evaluating the extent to which they feel that they are incorporated into, and integrated within, their organization based on who they are — without exception or reservation.

People who feel valued and accepted at work are 2.15x more likely to feel a sense of belonging.*

A good test of this feeling of value and inclusion is whether employees feel confident in offering dissenting opinions. Those who feel they can debate their manager or leader on a specific point are more likely to feel a strong sense of belonging and the inclusion that comes with it.

Employees with a strong sense of belonging are more than twice as likely to say they are valued at work.

Employees with a low sense of belonging are less than a quarter as likely to say they feel valued.

Employees who receive pulse surveys more than four times a year are 75% more likely to say they feel welcomed and respected compared to those surveyed just once a year.

Outcome of belonging:

	Employees with a strong sense of belonging	Employee average	Employees with a low sense of belonging
What I contribute at work is valued by my manager and company	50%	23%	5%
My unique background and identity are valued at my company	41%	17%	3%
I feel comfortable sharing a different opinion and know it will be valued	47%	20%	4%



Supported

Employees who experience a sense of belonging are consistently and meaningfully nurtured and developed.

Every employee needs to feel supported by their organization, their manager, and their teammates in order to feel a sense of belonging. Research shows that employees' commitment to an organization is influenced by their perception of the organization's commitment to them. Organizations with employees who view their company as supportive experience multiple positive work outcomes: higher job performance, increased job satisfaction, lower absenteeism, and greater organizational commitment. In addition to organizational support, social support between colleagues is an important aspect of belonging, predicting higher job tenure and job satisfaction. Work-life balance can be a good test for how supported employees feel as those who do not have the resources and tools they need are more likely to struggle with balance.

People with a supportive manager are 2.2x more likely to feel a sense of belonging.*

Manager support is crucial for this pillar. The Achievers Workforce Institute Manager Empowerment Model identifies four ways that managers can be empowered to be more effective. These factors are contact, recognition, professional development, and coaching. By empowering managers in these four areas, your organization will have better supported employees at every level, driving better results.

Employees with a strong sense of belonging are:

- Twice as likely to have work-life balance
- More than twice as likely to have supportive managers

Employees with a low sense of belonging are:

- Half as likely to have work-life balance
- A quarter as likely to have supportive managers

Outcome of belonging:

	Employees with a strong sense of belonging	Employee average	Employees with a low sense of belonging
I am able to balance work and personal life in a way that works for me	48%	24%	11%
My manager supports my personal and professional development goals	42%	19%	4%
My manager regularly recognizes me in a way that makes me feel valued	41%	18%	5%
My manager and I have regular 1:1 meetings that support my success	39%	17%	4%
My manager provides me with coaching that helps me to be more effective in my role	39%	17%	4%

Connected

Employees who experience a sense of belonging are empowered to develop and maintain relationships across a diverse population.

People who say their company supports them in building meaningful friendships at work are 2.4x more likely to feel a sense of belonging.*

In order for employees to truly feel that they belong, they need to experience meaningful personal connections within their organizational community, across a richly diverse population. The workplace is one of the most important social systems for individuals, right after one's immediate family and closest friends. So it is essential that this organizational system is rich in diversity — where employees have the opportunity to connect with colleagues who are similar to and different from them. Employees also need to have opportunities to develop meaningful collegial connections and relationships.

Academic research has long demonstrated that social relationships are associated with less stress, greater wellness, and higher quality of life. Organizations that provide opportunities for employees to connect with one another and develop a wide variety of workplace friendships find that their employees report higher levels of job satisfaction and psychological safety, all of which increase organizational commitment. Further, research out of the Achievers Workforce Institute shows that employees who experience regular, meaningful connection with their managers are more engaged at work.

Employees with a strong sense of belonging are more than twice as likely to say their organization supports them in developing and maintaining friendships and that they feel welcomed and respected. They are more than twice as likely to feel their needs are being met through DEI efforts. Employees with a low sense of belonging are a third as likely to say their organization supports them in developing and maintaining friendships, and just 3% say they feel welcomed and respected. Just 2% say their needs are being met through organizational DEI efforts.

Women are a quarter less likely than men to say there are Employee Resource Groups (ERGs) that help them feel connected or that their organization supports them in developing and maintaining friendships at work.

Outcome of belonging:

	↗ Employees with a strong sense of belonging	→ Employee average	↘ Employees with a low sense of belonging
My organization has Employee Resource Groups (ERGs) or affinity groups that help me feel connected e.g. Women's Network, LGBTQ+ group	34%	15%	4%
I feel welcomed and respected by people at my company.	46%	20%	3%
My needs are being met through specific organizational DEI efforts	40%	16%	2%
My organization provides different ways for me to develop and maintain friendships at work	35%	15%	4%

Compelling trends in belonging

Recognition and belonging

Those recognized in the last week are 4.5x more likely to feel a strong sense of belonging than those never recognized.

We know the power of recognition. It is the beating heart of the employee experience and the single most powerful way to nurture company culture. Recognition is the number one driver of engagement — research and data confirm this truth over and over!

Respondents recognized in the last week are twice as likely as average to feel a strong sense of belonging and are almost 5x more likely than those never recognized to feel a strong sense of belonging. What is recognition driving that is having such an impact on engagement? Recognition is key to all five pillars of belonging. It can help someone be welcomed, feel known, included, supported, and connected. It truly is a single lever that can have an impact in every one of our target areas.

Here's how you can leverage recognition to drive results for every pillar:

Welcomed:
Send a personalized recognition to new employees or team members on first day of work

Supported:
Recognize employees for working toward growth and development goals

Known:
Regularly recognize employees in alignment with their own personal values and interests

Connected:
Recognize actions that bring people together across business and demographic lines

Included:
Recognize behaviors that promote a diversity of input and perspective

Recognition is a powerful engagement tool that is proving to be instrumental in driving an experience in belonging. Those with a strong sense of belonging are almost twice as likely to have been recognized in the last week compared to the overall average and are five times more likely to have recently been recognized than are those with a low sense of belonging. In fact, more than a third of employees with a low sense of belonging say they have never received a formal recognition.

Outcome of belonging:

	Employees with a strong sense of belonging	Employee average	Employees with a low sense of belonging
Within the last week	30%	16%	6%
Within the last month	29%	23%	7%
Within the last three months	17%	16%	10%
Within the last six months	6%	10%	8%
Within the last year	7%	9%	10%
More than a year ago	5%	11%	22%
I have never received formal recognition	6%	15%	37%





DEI and belonging

D+E+I=B

As leaders, you know the value that each and every employee brings to their role and to your company. Diversity, equity, and inclusion (DEI) programs are the formal tools and processes put in place to help companies meet the critical goal of treating every employee equally and to ensure that every individual inside your organization feels welcomed, valued, and accepted.

It's long been known that successful DEI programs drive higher levels of engagement and, thus, stronger business results — but it's important for organizations to understand the mechanisms that underpin those results. This research shows that diversity, equity, and inclusion are all drivers of a strong sense of belonging.

Given that belonging is about experiencing connection, security, and community at work — feeling at home without reservation, employees who work in diverse, equitable, and inclusive environments ultimately feel a greater sense of belonging than those whose workplaces are homogenous, inequitable, and exclusive.

Diversity

Employees with a strong sense of belonging are more than twice as likely as the average to say their company is diverse, values diversity, and is diverse at senior levels.
Employees with a low sense of belonging are less than half as likely as average to say their organization is diverse and are only a quarter as likely to say it values diversity and is diverse at senior levels.

Outcome of belonging:

	Employees with a strong sense of belonging	Employee average	Employees with a low sense of belonging
My organization is diverse	55%	25%	11%
My organization values diversity	49%	24%	6%
My organization is diverse at senior levels (directors, VPs, C-suite)	42%	18%	4%

Equity

Employees with a strong sense of belonging are more than twice as likely to say that employees have the same opportunities as others and that their compensation is similar to others at the same level.

Employees with a low sense of belonging are only a quarter as likely to say every employee has the same opportunities, and only a third as likely to say their compensation is similar to others at the same level.

Outcome of belonging:

	Employees with a strong sense of belonging	Employee average	Employees with a low sense of belonging
Every employee here has the same opportunities to succeed and advance	53%	25%	8%
My compensation is similar to others at the same level	43%	20%	7%

Gender

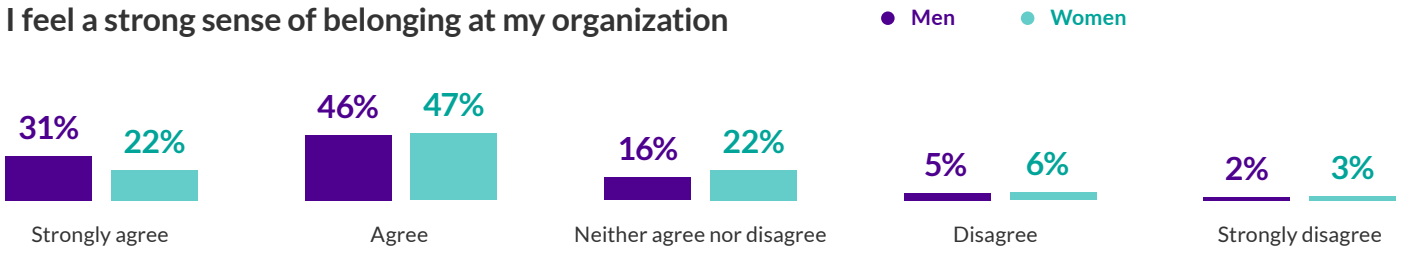
In general, there was a stark gender difference when it came to having a strong sense of belonging, with men being 41% more likely to feel a strong sense of belonging compared to women.

This gender difference was replicated across all of the individual belonging pillars and on the specific aspects of DEI. From work-life balance to pay equity and many employee experience drivers in-between, women reported that they are not being supported as much as men. Men also reported finding it easier to balance work and home responsibilities, were more likely to say they are paid equitably, and were even more likely to say that their company has Employee Resource Groups (ERGs) that meet their needs.

In addition, women were 30% less likely than men to say their compensation is similar to others at the same level — demonstrating that, regardless of the equity programs that exist, many women are not confident that their pay is fair compared to others in similar roles. This sense of inequity could have a substantial impact on their experience of belonging.

Overall, when we examined the data by age, race, ability, and sexual orientation, we still found that women were less likely than men to feel a strong sense of belonging with a more negative experience of being welcomed, known, included, supported, and connected.

I feel a strong sense of belonging at my organization



Women are 20% less likely to say their unique background and identity are valued at their company.

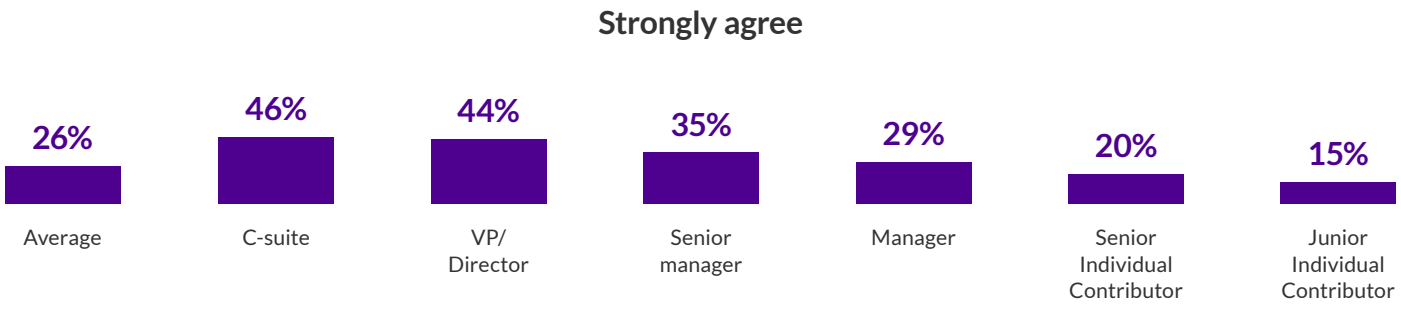
Women are 25% less likely to say they feel comfortable sharing a different opinion with the expectation that it will be valued.

Focus on gender equity in your DEI efforts, including pay equity, work-life balance support, and ERGs. Consider especially intersectionality — when individuals belong to multiple marginalized groups, the factors holding them back from feeling a true sense of belonging are amplified.

Seniority

Job level is an important factor to track job satisfaction, engagement, and belonging. More than expected turnover at any specific level could be a sign of unmet needs at that specific seniority. Different seniorities may have different needs in terms of career planning, work-life balance, and coaching.

Just 15% of junior contributors feel a strong sense of belonging — much lower than the 26% average. This trend is not present in generational data so what you can see in this chart is specifically about job level and career stage, not age.



What are the specifics underpinning this significant difference?

Junior contributors are consistently the lowest on measures for all five belonging pillars with just 10% saying their needs are being met by DEI efforts and only 14% believing that their pay is equal to others at the same level. This segment of the employee population are also 23% less likely to feel known, 30% less likely to feel valued, and up to 41% less likely to say they have a supportive manager. In addition, 27% say they have never been recognized, which is a key driver of sense of belonging.

One quarter of junior contributors say they have never been recognized

Relative to this lack of belonging, just 16% of junior individual contributors are highly engaged and 86% at least sometimes think about looking for a job elsewhere. To hang on to your workers and reduce the revolving door in junior positions, be sure to focus on the pillars of belonging and ensure that you are doing a great job of welcoming, knowing, including, supporting, and connecting with your junior employees.

Recommendations

1 Measure and define
Define what belonging means for your organization and start measuring belonging in your pulse or annual engagement surveys so you have a yardstick against which to measure improvement. You can't change what you don't measure, so this is the first step to moving the needle on belonging.

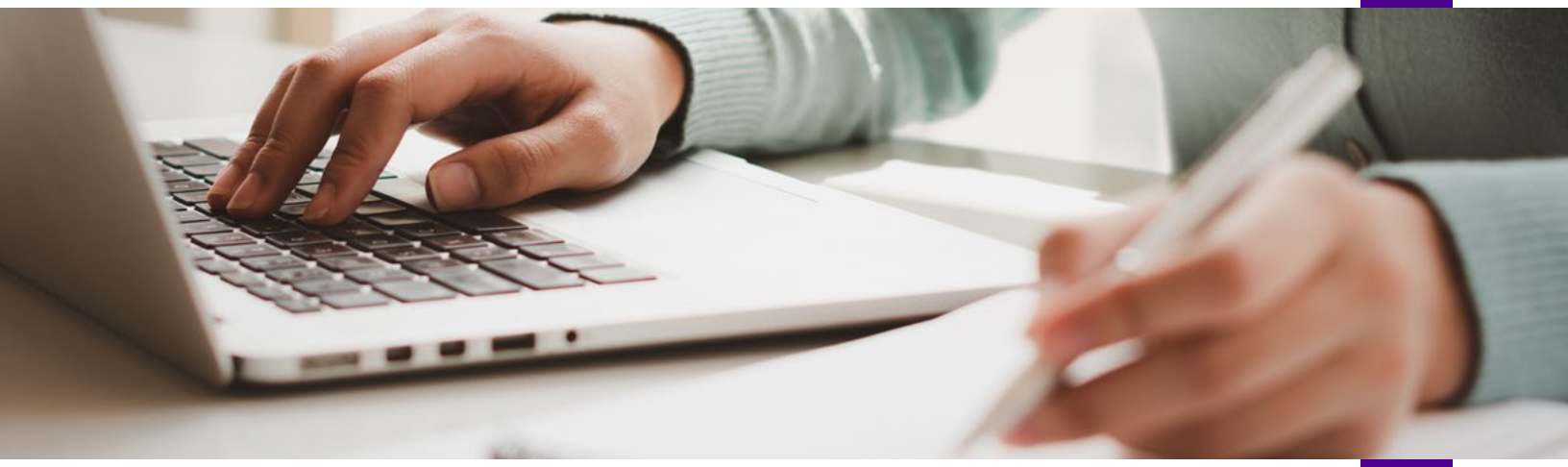
2 Align
Align all HR technology and processes with the pillars of belonging. Every tool and resource should support one of the five pillars to ensure that you know that you're driving belonging. Use the Employee Experience Checklist in Appendix 1 to help you assess the tools and technology inside your organization.

3 Embrace differences
Ensure your DEI efforts are driving towards building a sense of belonging. Women, LGBTQ employees, people of color, disabled employees, and other marginalized groups may need more support or additional resources to feel a strong sense of belonging.

4 Recognize
Create a culture of recognition at your organization to ensure people feel seen, valued, and respected. Recognition is the most powerful tool you have at your disposal to drive a strong sense of belonging and the right recognition platform will drive higher recognition frequency and quality.

A strong sense of belonging positively correlates with engagement, commitment, productivity and more. In a time when business leaders are struggling with changing work conditions and expectations, a focus on belonging can help formalize and optimize the process for introducing new tools and programs. The Achievers Workforce Institute Belonging Model exists to ensure you have a straightforward structure around which to plan and implement your HR initiatives. With the four steps above, the insights from this report, and the following Employee Experience Checklist, which puts the Belonging Model into action, you are well equipped to excel and exceed expectations for employee experience. This will drive better business results, as well as happier and healthier employees.





Appendix 1: Employee Experience Checklist

Belonging and the employee experience

Join the organization or team	Ongoing nurture	Manager and colleague relationship building	Strengthening culture	Events and milestones
Warm welcome	Frequent recognition	Personality or values surveying and comparison	Making space for debate and discussion	Years of service awards
Culture onboarding	Facilitation of cross-functional collaboration	Regular, high-quality manager contact	Employee Resource Groups (ERGs)	Recognition for major achievements
Invited to team/ company events	Continuous listening	Professional development	Inclusive company events	Team-building
		Building connections with colleagues from other teams		

You can use the belonging model to assess tools and technology to ensure they will meet your employees' needs and enhance their experience.

Capture what's working well because those are your seeds to grow from.

Assessing your current tools and processes:

Welcomed

How are employees welcomed to your organization?

How easily can employees connect with and get to know colleagues from outside their immediate team?

Known

How do you enable managers and employees to get to know each other?

How do you enable people to be themselves publicly? (ERGs, name pronunciation, pronouns.)

Included

How do leaders set the example of showing they respect and accept people in the company regardless of their differences?

What do you do to ensure every employee feels valued and accepted for who they are?

How does your organization ensure employees feel safe and valued when sharing differences of opinion or perspective?

Supported

How do you empower managers to support employees?

What tools and processes are in place to ensure employees feel valued and appreciated?

What tools and processes are in place to ensure employees feel heard? How do you gather feedback from both individuals and teams (pulse surveys, continuous listening tools, leadership office hours)?

Connected

What tools or processes are in place to help employees connect with each other?

How does your culture facilitate people working together within teams and cross-functionally?

How often do your employees connect with someone outside their team? What tools exist to facilitate these connections?

Overview

What gaps exist in meeting employee needs based on the five pillars of belonging?

Assessing a new tool or program:

The belonging model is designed to apply to many situations, including assessing new tools or programs. By aligning new resources with this existing model, you can ensure that you are driving the right behaviors and employee responses with every tool or technology you introduce.

What is the mandate for this new tool or program? What is your goal?

Which of the five pillars of belonging will this tool or program support? (Choose all that apply)

- ○ Welcomed
- ○ Known
- ○ Included
- ○ Supported
- ○ Connected

How will you measure success and impact against the pillars? (pulse surveys, engagement rates, turnover)

How would this tool or program support each pillar?

What programs or processes do you already have in place that also support each pillar?

How will it integrate or connect with existing programs? How will employees access it?



Appendix 2: National Trends



AUSTRALIA

Highlight: In general Australia is on par with the global trends, showing they are keeping pace with international expectations.

Hotspot: Just 10% of Australian respondents have completed a personality or values test through work, compared to 14% overall.

National trends:

	Global	Australia
I feel a strong sense of belonging at my organization	26%	23%
My organization values diversity	24%	25%
Every employee has the same opportunities to succeed and advance	25%	23%
I was warmly welcomed and invited to be part of the community	22%	21%
My colleagues know me as an individual/person	26%	26%
My unique background and identity are valued at my company	17%	15%
My manager regularly recognizes me in a way that makes me feel valued	18%	18%
My organization provides different ways for me to develop and maintain friendships at work	15%	11%
I am highly engaged in my current role	27%	25%





CANADA

Highlight: Overall Canadians are more likely to report having supportive managers, compared to the global average.

Hotspot: Canadian respondents are 14% less likely to report being satisfied with their job compared to the overall results.

National trends:

	Global	Canada
I feel a strong sense of belonging at my organization	26%	24%
My organization values diversity	24%	24%
Every employee has the same opportunities to succeed and advance	25%	24%
I was warmly welcomed and invited to be part of the community	22%	21%
My colleagues know me as an individual/person	26%	27%
My unique background and identity are valued at my company	17%	18%
My manager regularly recognizes me in a way that makes me feel valued	18%	18%
My organization provides different ways for me to develop and maintain friendships at work	15%	15%
I am highly engaged in my current role	27%	26%





GERMANY

Highlight: German respondents are 19% more likely to feel a strong sense of belonging at their organization.

Hotspot: Just 19% of Germans say their organization values diversity, compared to 14% of the global respondents.

National trends:

	Global	Germany
I feel a strong sense of belonging at my organization	26%	31%
My organization values diversity	24%	19%
Every employee has the same opportunities to succeed and advance	25%	24%
I was warmly welcomed and invited to be part of the community	22%	27%
My colleagues know me as an individual/person	26%	27%
My unique background and identity are valued at my company	17%	21%
My manager regularly recognizes me in a way that makes me feel valued	18%	20%
My organization provides different ways for me to develop and maintain friendships at work	15%	19%
I am highly engaged in my current role	27%	24%





NETHERLANDS

Highlight: Dutch respondents report a stronger sense of belonging than the overall average.

Hotspot: Respondents from the Netherlands are 30% less likely than the global average to say they are paid equitably.

National trends:

	Global	Netherlands
I feel a strong sense of belonging at my organization	26%	29%
My organization values diversity	24%	18%
Every employee has the same opportunities to succeed and advance	25%	19%
I was warmly welcomed and invited to be part of the community	22%	19%
My colleagues know me as an individual/person	26%	19%
My unique background and identity are valued at my company	17%	18%
My manager regularly recognizes me in a way that makes me feel valued	18%	14%
My organization provides different ways for me to develop and maintain friendships at work	15%	15%
I am highly engaged in my current role	27%	24%





SINGAPORE

Highlight: Singapore respondents are on par with average when it comes to having taken a personality or values test through their employer.

Hotspot: Singapore lags the global results in almost every category, including the five pillars of belonging.

National trends:

	Global	Singapore
I feel a strong sense of belonging at my organization	26%	22%
My organization values diversity	24%	20%
Every employee has the same opportunities to succeed and advance	25%	21%
I was warmly welcomed and invited to be part of the community	22%	15%
My colleagues know me as an individual/person	26%	17%
My unique background and identity are valued at my company	17%	13%
My manager regularly recognizes me in a way that makes me feel valued	18%	15%
My organization provides different ways for me to develop and maintain friendships at work	15%	13%
I am highly engaged in my current role	27%	21%





SWITZERLAND

Highlight: Swiss respondents are more likely than average to say they were warmly welcomed to their new team or company.

Hotspot: Respondents from Switzerland report lower levels of belonging and are less likely to agree with the majority of belonging pillar statements.

National trends:

	Global	Switzerland
I feel a strong sense of belonging at my organization	26%	19%
My organization values diversity	24%	21%
Every employee has the same opportunities to succeed and advance	25%	17%
I was warmly welcomed and invited to be part of the community	22%	26%
My colleagues know me as an individual/person	26%	20%
My unique background and identity are valued at my company	17%	14%
My manager regularly recognizes me in a way that makes me feel valued	18%	13%
My organization provides different ways for me to develop and maintain friendships at work	15%	11%
I am highly engaged in my current role	27%	27%





UNITED KINGDOM

Highlight: UK respondents are 20% more likely than the global average to say their company is taking action to combat all aspects of injustice.

Hotspot: Respondents from the UK are 26% more likely to say they have never been recognized, compared to the global average.

National trends:

	Global	United Kingdom
I feel a strong sense of belonging at my organization	26%	24%
My organization values diversity	24%	27%
Every employee has the same opportunities to succeed and advance	25%	28%
I was warmly welcomed and invited to be part of the community	22%	24%
My colleagues know me as an individual/person	26%	30%
My unique background and identity are valued at my company	17%	17%
My manager regularly recognizes me in a way that makes me feel valued	18%	18%
My organization provides different ways for me to develop and maintain friendships at work	15%	15%
I am highly engaged in my current role	27%	27%



UNITED STATES

Highlight: US employers are leading the way in almost every category, with respondents reporting high rates of alignment for every belonging pillar.

Hotspot: This success cannot be taken for granted. While the US is ahead of the curve, two-thirds of respondents don't feel a strong sense of belonging so there is always room for improvement.

National trends:

	Global	United States
I feel a strong sense of belonging at my organization	26%	34%
My organization values diversity	24%	31%
Every employee has the same opportunities to succeed and advance	25%	31%
I was warmly welcomed and invited to be part of the community	22%	27%
My colleagues know me as an individual/person	26%	33%
My unique background and identity are valued at my company	17%	21%
My manager regularly recognizes me in a way that makes me feel valued	18%	23%
My organization provides different ways for me to develop and maintain friendships at work	15%	17%
I am highly engaged in my current role	27%	36%

About the report

3,582 respondents

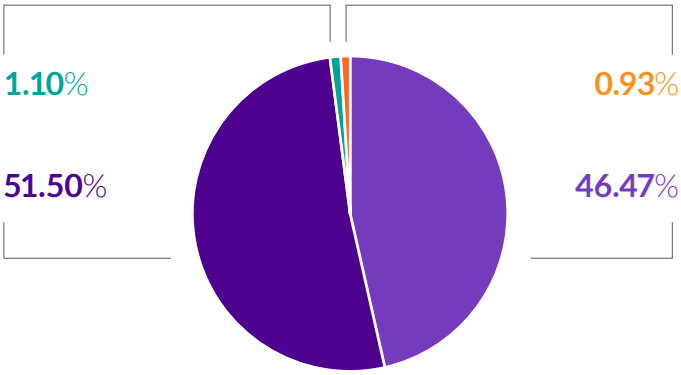
Where correlations are are marked with a * this indicates they are significant with a Spearman coefficient of 0.4 or higher and p-value<<0.05.

What country do you live in?

14.77%	Australia
14.94%	Canada
13.56%	Germany
5.56%	Netherlands
14.21%	Singapore
5.11%	Switzerland
17.18%	United States of America
14.04%	United Kingdom
0.62%	Others

Gender

- Men
- Non-binary/non-conforming
- Women
- Other/prefer not to say



About Achievers

Great culture is the ultimate driver of organizational success. Achievers' employee voice and recognition solutions bring your organization's values and strategy to life by activating employee participation and accelerating a culture of performance.

Achievers leverages the science behind behavior change, so your people and your organization can experience sustainable, data-driven business results anywhere in the world. Integrated insights fuel smarter solutions that deliver just-in-time nudges to the entire organization and an industry-best customer success and support team guides you on every step of the journey. Contact us today.

Global offices

Canada
99 Atlantic Ave, Suite 700
Toronto, ON M6K 3J8, Canada
Phone: 1-888-622-3343

UK/EMEA
Blackhawk Network
Westside London Road Hemel Hempstead
HP3 9TD
Phone: 0344 3815061

Australia & Singapore
Level 2, 534 Church St,
Richmond, Victoria, 3121
Australia
Phone: +61 3 9107 4418

Achievers

Toronto | Pleasanton | London | Melbourne
experts@achievers.com | www.achievers.com