

The Case for Inclusion @Work

**Inclusion@Work Index
2023–2024**

What is diversity?

Diversity is the mix of people in your organisation.

Diversity refers to all the ways in which we differ (e.g. Aboriginal and/or Torres Strait Islander background, age, education, gender, profession).

What is inclusion?

Inclusion is getting this mix to work.

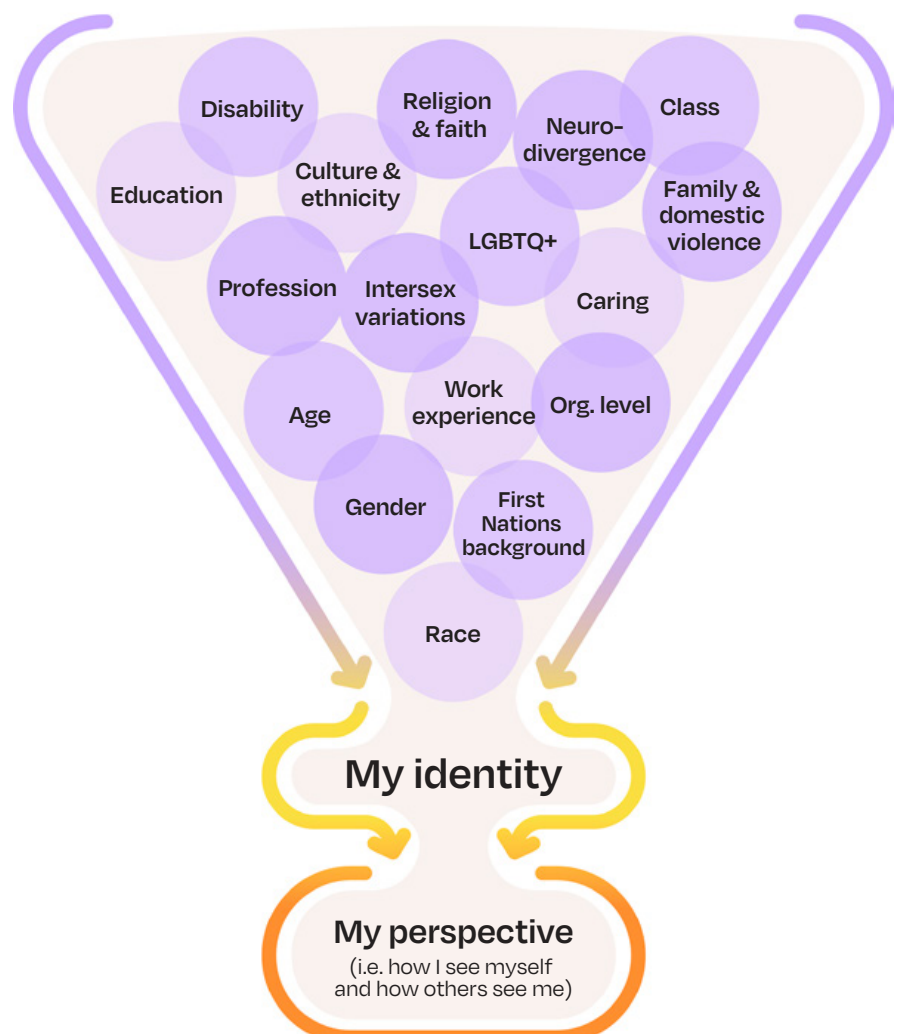
Inclusion occurs when a diversity of people are respected, connected, progressing and contributing to organisational success.

Diversity refers to all the differences between people in how they identify in relation to their:

- **social identity**, that is their Aboriginal and/or Torres Strait Islander background, age, caring responsibilities, cultural background, race, disability, gender, LGBTIQ+ status, mental health, social class, faith and religion.
- **professional identity**, that is their profession, education, work experiences, and organisational role.

These aspects come together in a unique way for each individual and shape the way they view and perceive their world and workplace.

DCA's diversity definition is identity-based, as it recognises that the starting point should be how each of us identifies ourselves rather just how others categorise or label us.



What is Inclusion@Work?

DCA defines inclusion as occurring when a diversity of people (i.e., from different ages, cultural backgrounds, genders) are **respected, connected, progressing, and contributing** to organisational success.



What is an Inclusive Team?

An inclusive team is one where a diversity of people feel that they:



are respected and valued team members



are connected to their team



can contribute and progress at work

What is an Inclusive Manager?

An inclusive manager is someone who creates an inclusive team environment.

For this research project, we defined an inclusive manager as someone who:



values differences



seeks out and uses a diversity of ideas



treats everyone equitably



deals with inappropriate behaviour.

What is an Inclusive Organisation?

For this research project, an inclusive organisation is defined as one in which employees:



trust they will be treated fairly



feel diversity is valued and respected



report that top leaders demonstrate a genuine, visible commitment to diversity and inclusion.



The case for Inclusion@Work

Each Inclusion@Work Index demonstrates inclusion is much more than a “feel good” exercise – it creates a better work environment that boosts employee wellbeing, fuels performance and minimises risk.

Australian workers want their workplace to be inclusive



3 out of 4 Australian workers support or strongly support their organisation taking action to **create a workplace that is diverse and inclusive**.

Inclusion is good for wellbeing

Workplace inclusion significantly increases employee wellbeing. For example, workers in inclusive teams¹ are:

x8



8 times more likely to be **very satisfied** than workers in non-inclusive teams

x6



6 times more likely to feel work has a **positive impact on their mental health**

x3



3 times less likely to **leave their organisation**

x2

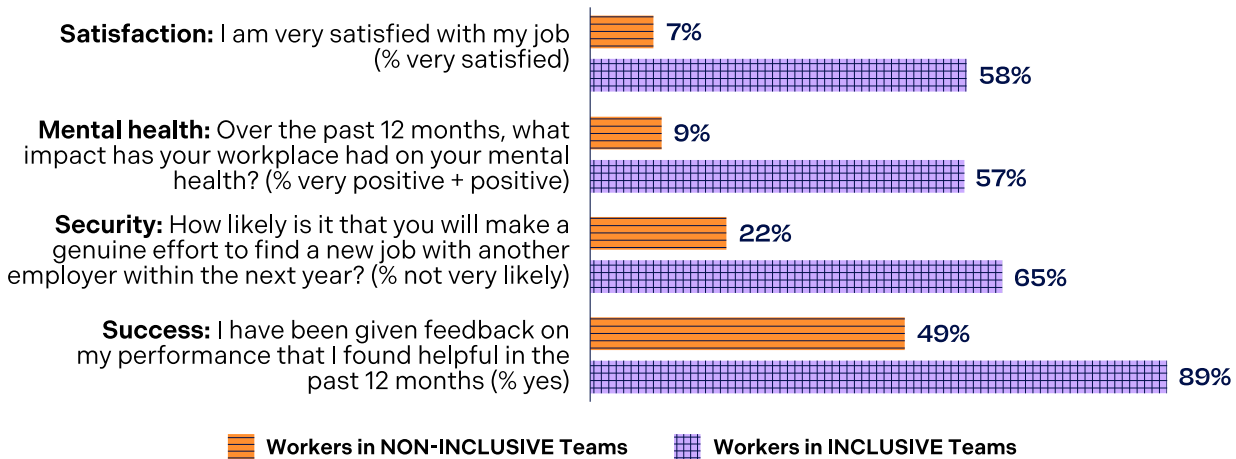


2 times more likely to have been **given feedback they found useful**

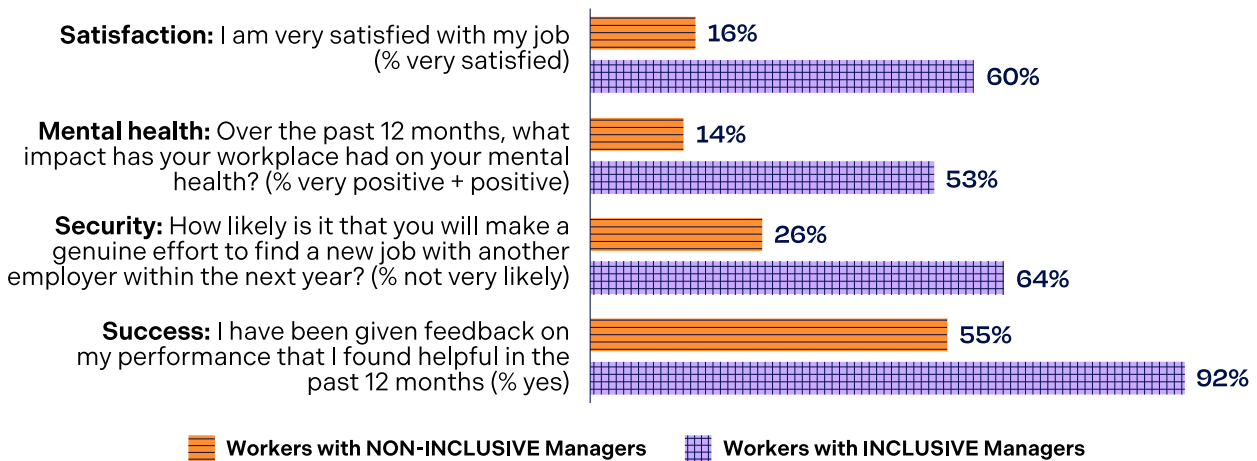
A similar trend also happens for **inclusive managers**² and **inclusive organisations**³ – the more inclusive our managers and organisation, the more satisfied, secure, and successful we are.

1. Workers in inclusive teams scored on average at least 4 or above out of 5 on survey questions asking how their immediate team is. Workers in non-inclusive teams scored their team on average less than 3 out of 5.
2. Workers with inclusive managers scored on average at least 4 or above out of 5 on survey questions asking how included they felt their immediate manager is. Workers with non-inclusive managers scored their manager on average less than 3 out of 5.
3. Workers in inclusive organisations scored on average at least 4 or above out of 5 on survey questions asking how included they felt their organisational climate is. Workers in non-inclusive organisations scored their organisation on average less than 3 out of 5.

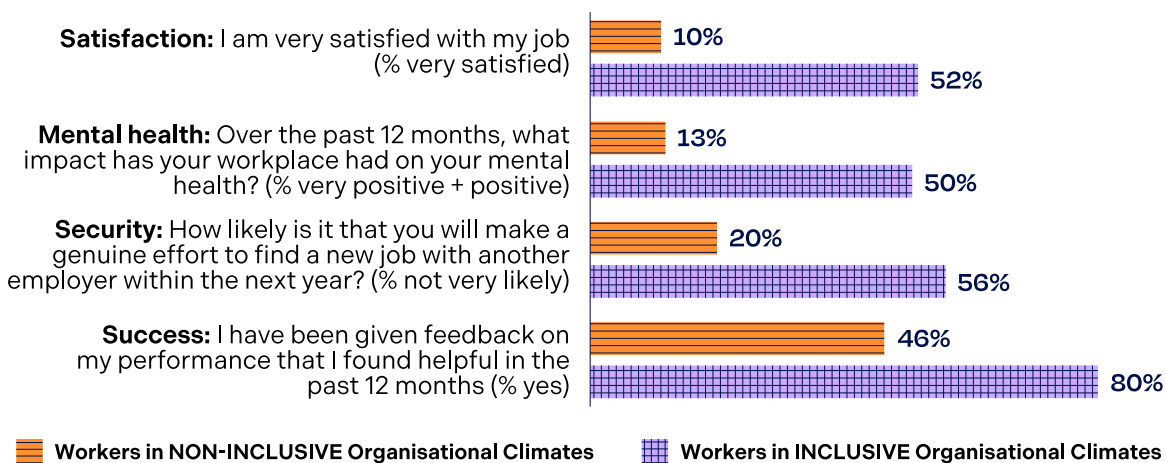
Employee Wellbeing: Non-Inclusive vs Inclusive Teams



Employee Wellbeing: Non-Inclusive vs Inclusive Managers



Employee Wellbeing: Non-Inclusive vs Inclusive Organisational Climates




Inclusion is good for performance

The Inclusion@Work Index consistently shows a strong link between inclusion at work and team performance. For example, **inclusive teams** are:

x10  10 times more likely to be **innovative** than non-inclusive teams

x6  8 times more likely to **work effectively together**

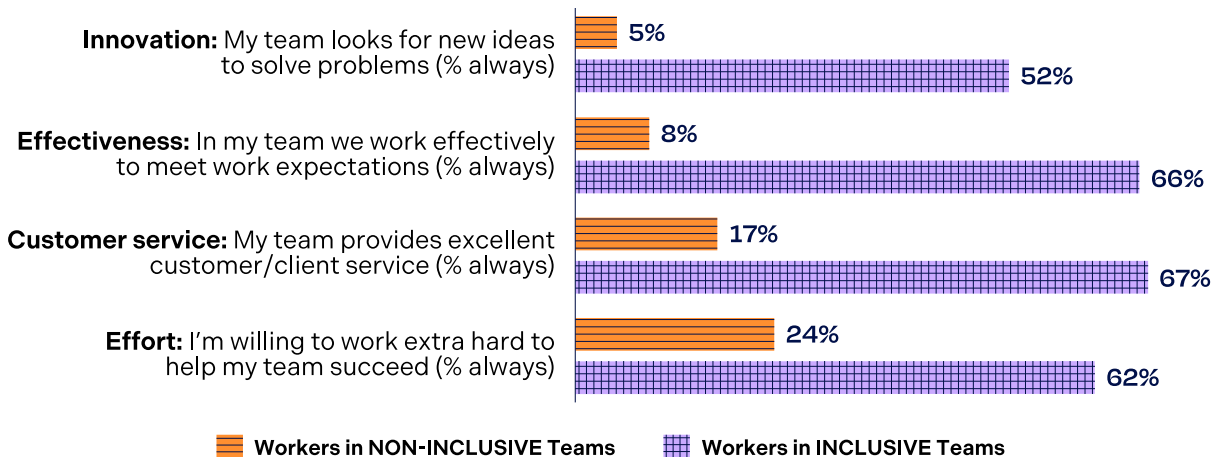
x3  4 times more likely to provide **excellent customer service**

x2  2.5 times more likely to be **willing to work extra hard** to help their team succeed.

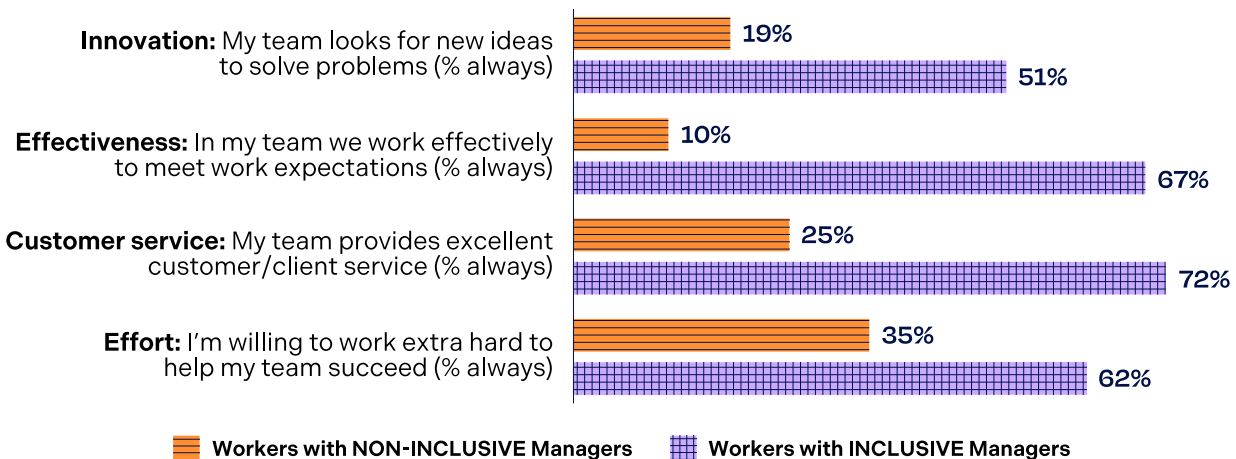
A similar trend also happens with **inclusive managers** and **inclusive organisations**.

So, if your organisation is looking to create high-performing teams it's time to start investing in building Inclusion@Work.

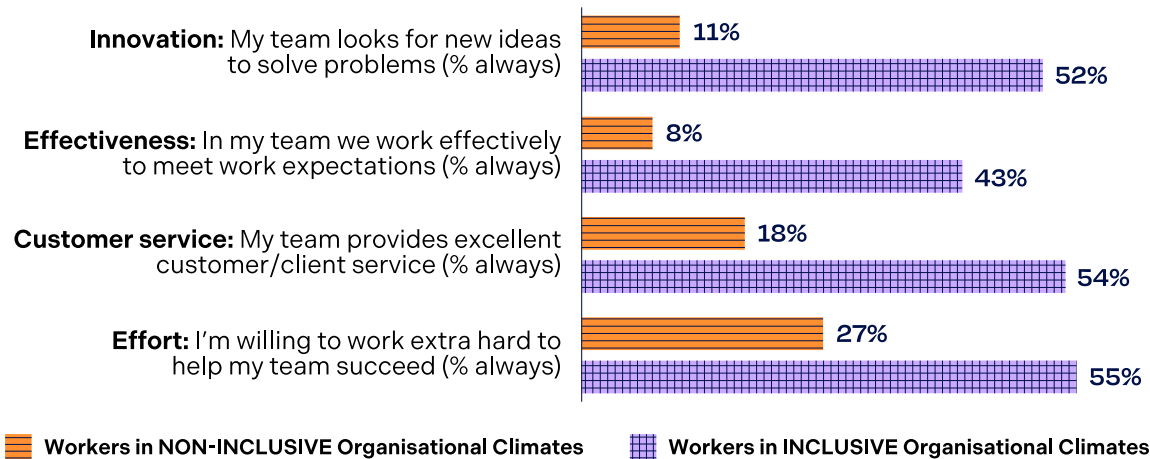
Employee Performance: Non-Inclusive vs Inclusive Teams



Employee Performance: Non-Inclusive vs Inclusive Managers



Employee Performance: Non-Inclusive vs Inclusive Organisational Climates



Inclusion minimises risk

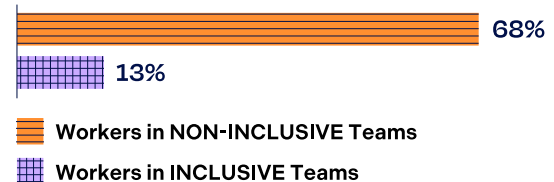
Exclusion at work harms both people and business. For employees, experiencing discrimination and harassment can harm their wellbeing and impact their performance. For organisations, it risks costly lawsuits and loss of organisational reputation.

The good news is that workplaces that are inclusive have much lower rates of discrimination and harassment. **Specifically, workers:**

x5 

in inclusive teams are 5 times less likely to experience discrimination and/or harassment at work compared to those in non-inclusive teams

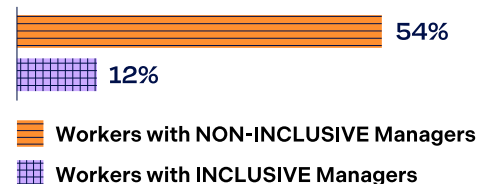
Experienced discrimination and/or harassment (% yes)



x4.5 

with inclusive managers are 4.5 times less likely to experience discrimination and/or harassment compared to those with non-inclusive managers

Experienced discrimination and/or harassment (% yes)



x4 

in inclusive organisations are 4 times less likely to experience discrimination and/or harassment compared to those in non-inclusive organisations

Experienced discrimination and/or harassment (% yes)



