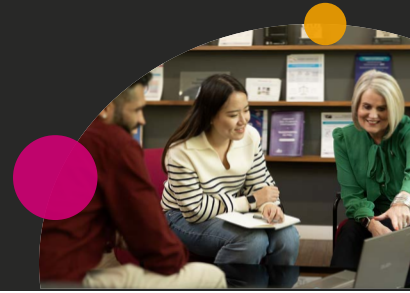# WALKING THE WALK?

Managers, inclusivity and organisational success

This research reveals a significant gap in workplace inclusion initiatives. Many organisations champion these programmes, but non-managerial employees often report minimal engagement or awareness. This disconnect shows a missed opportunity to harness the full potential of a diverse workforce.

KEY FINDINGS

HR leaders and employees both say their organisation believes that a focus on Equality, Diversity and Inclusion (EDI) is important for success.

81%
HR

62%
EMPLOYEES
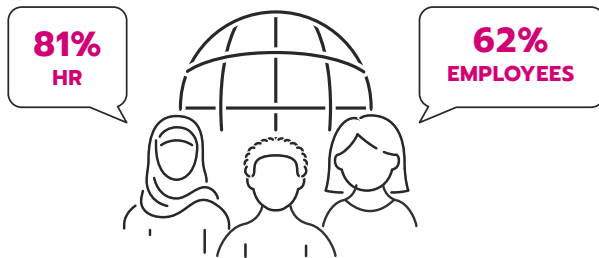
Half of HR leaders and a third of employees report having seen discrimination and / or micro aggressions in their workplace.

48%
HR

DISCRIMINATION

34%
EMPLOYEES

Despite the acknowledged importance of EDI, many organisations still appear to be adopting a superficial "tick box" approach.

90%
of HR decision-makers say they collect at least one type of pay data but only around...

55%
use this data to tackle barriers to progression (**55%**), address training needs (**54%**) or improve recruitment processes (**57%**).

We find a strong link between inclusive workplace cultures and employee well-being.

Employees in environments where inclusion is considered business-critical report substantially higher job satisfaction rates (**79% vs 52%**).

WALKING THE WALK?

Managers, inclusivity and organisational success

Managers are key to delivering inclusive workplaces.

60%

Having a supportive manager was the most influential factor in people feeling supported and included at work (**60%**), higher than workplace culture (**53%**), flexible working arrangements (**47%**), and diversity and inclusion initiatives (**24%**).

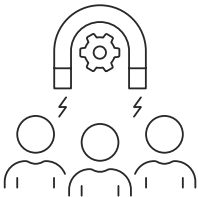## Evidence of improved measures of organisational performance.

Where HR leaders say their workplace views EDI as business-critical they also report:
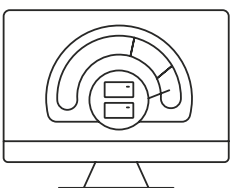
Better success rates in attracting talent.
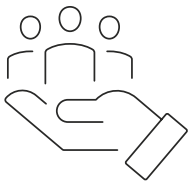
80% vs 52%

Better retention of existing employees.

76% vs 57%

Better use of technology to enhance business performance.

83% vs 64%

IMPLEMENTING EFFECTIVE STRATEGIES FOR MEANINGFUL WORKPLACE INCLUSION

To ensure that workplace inclusion efforts are not only well-intentioned but also effective, we urge readers to consider the following key actions:

1 **Reflect on your organisation and your own professional practice** - how do you know that inclusion at work is a reality for those around you? Consider what you can do to be a positive force for change and act on these findings.

2 **Demand management training - for yourself and others** - managers have a big impact on workplace inclusion - and trained managers appear to make the difference.

3 **Link inclusion efforts to business objectives and outcomes** - set clear targets and review progress against your ambitions to create a virtuous cycle of improvement in both employee satisfaction and business performance.

Management training makes a difference to inclusivity at work.

Employees who say that their manager has received formal management training – not just EDI training - are significantly more likely to feel supported (**87% vs 38%** whose managers haven't been formally trained), fairly treated (**90% vs 47%**) and that they can be themselves at work (**91% vs 55%**).