

# Creating an Inclusive Culture



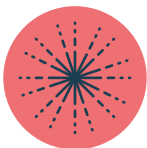
## DEVELOPING AN INCLUSIVE WORKPLACE CULTURE

When companies offer a supportive, inclusive environment for a diverse workforce, they attract the top talent and perform better.



### What do we mean by 'an inclusive workplace'?

It's a culture where everyone's opinion is sought, where leaders role model compassion and respect, and where disrespectful behaviours aren't accepted.



Research by Global Women and Deloitte surveyed over 700 people at more than 100 organisations in New Zealand. Crucially, the research found, **the more included people feel, the better they report the business is performing.**

## SUMMARY OF CIRCUIT BREAKERS

- ✓ Co-design and target initiatives at women in the \$70-\$100k bracket and pull them through the glass ceiling
- ✓ Leverage millennials more to foster inclusive workplaces
- ✓ Embrace flexibility and paternity leave to support the many millennial men who want to share the care at home, thereby giving more women the choice of staying and progressing in the workplace
- ✓ Have fair and transparent practices for pay, performance management and promotions – this was shown to increase feelings of inclusion by 45%
- ✓ Leadership is key - role model speaking up and holding others to account – this was shown to increase feelings of inclusion by 30%

*“When the most talented people can rise to the top, regardless of what they look like and where they're from, we all end up winning.”*

WOMEN IN THE WORKPLACE STUDY

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## THOSE EARNING \$70-\$100K:

### A concerted effort required

Organisations need to ensure that initiatives like flexible working, mentoring, coaching and leadership programmes are capturing this vulnerable group before they opt out. Organisations can encourage the millennial desire for continuous learning by enabling them to zig-zag across the organisation. This brings increased connectedness and understanding for how different parts of the organisation work together.

## MILLENNIALS

### Craving inclusion

- Millennial men have the lowest overall workplace inclusion scores.
- Organisations should leverage millennials more to foster an inclusive workplace. Give them a voice so they can influence the inclusiveness of the workplace. They need to be enabled to be the inclusive leaders of the future.
- New Zealand organisations need to embrace this desire for flexibility. In particular, we need to support and enable the many millennial men who want to share care (children or aging parents) if we are to have more women staying and progressing in the workforce.
- Likewise, men taking parental leave needs to enter the mainstream.
- There is scope for New Zealand business to take the lead rather than waiting for legislative changes around paternity leave, e.g. by having a “use it or lose it” policy for fathers.

## HR PROCESSES AND PRACTICES

### Fairness and transparency are key

Inclusion scores are 45% higher for workplaces that are perceived to have fair and transparent practices around pay, performance management and promotions.

Organisations can significantly increase feelings of inclusion if they:

- Undertake gender gap analysis to understand where the gaps are and what is driving them. This should not be a one-off exercise. The analysis should be baked into performance and remuneration review cycles.
- Develop a plan to address the gaps. Typically, this will include progressing more women through to senior roles.
- There is scope for New Zealand business to take the lead rather than waiting for legislative changes around paternity leave, e.g. by having a “use it or lose it” policy for fathers.

## SENIOR LEADERS

### The importance of leading from the top

- Senior male leaders have the highest inclusion scores followed by senior female leaders. Inclusion scores were 34% higher in organisations where senior leaders speak up and challenge the status quo. Further, inclusion scores were approximately 30% higher in organisations where senior leaders and managers hold others to account if what they say or do is not inclusive.
- Visibly reinforcing desired behaviours.
- Championing diversity and inclusion.
- Storytelling about situations where they have taken action with regards to non-inclusive behaviours.
- Making system changes in areas such as performance and reward package reviews.