

# Defining belonging



# Our methodology

1

Conducted an in-depth literature review

2

Held focus groups (in-person and online) with more than 500 people

3

Conducted interviews with more than 40 people

4

Surveyed 4,338 college-educated professionals with two nationally representative surveys

# Four Elements of Belonging

Belonging at work means you feel **seen** for your unique contributions; **connected** to your coworkers; **supported** in your daily work and career development; and **proud** of your organization's values and purpose.

**Se**  
Seen

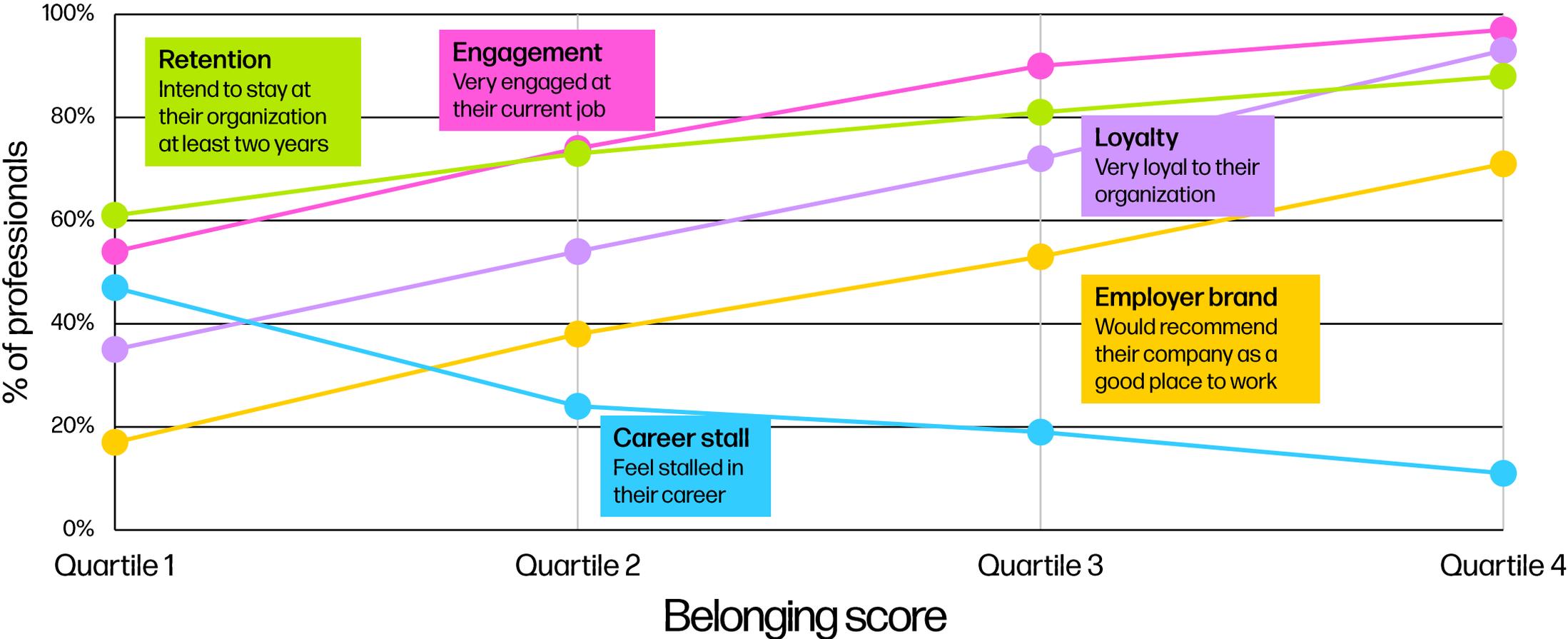
**Co**  
Connected

**Pr**  
Proud

**Su**  
Supported

# Payoffs for high belonging

Key career indicators for professionals

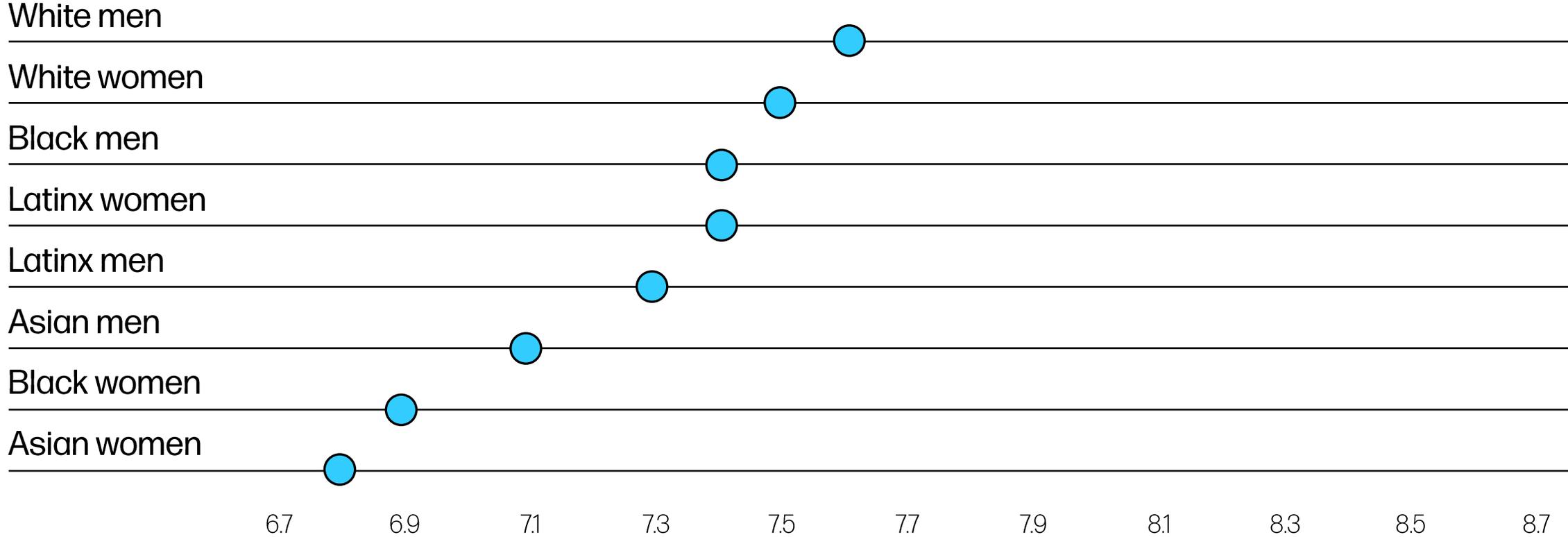


# Belonging varies



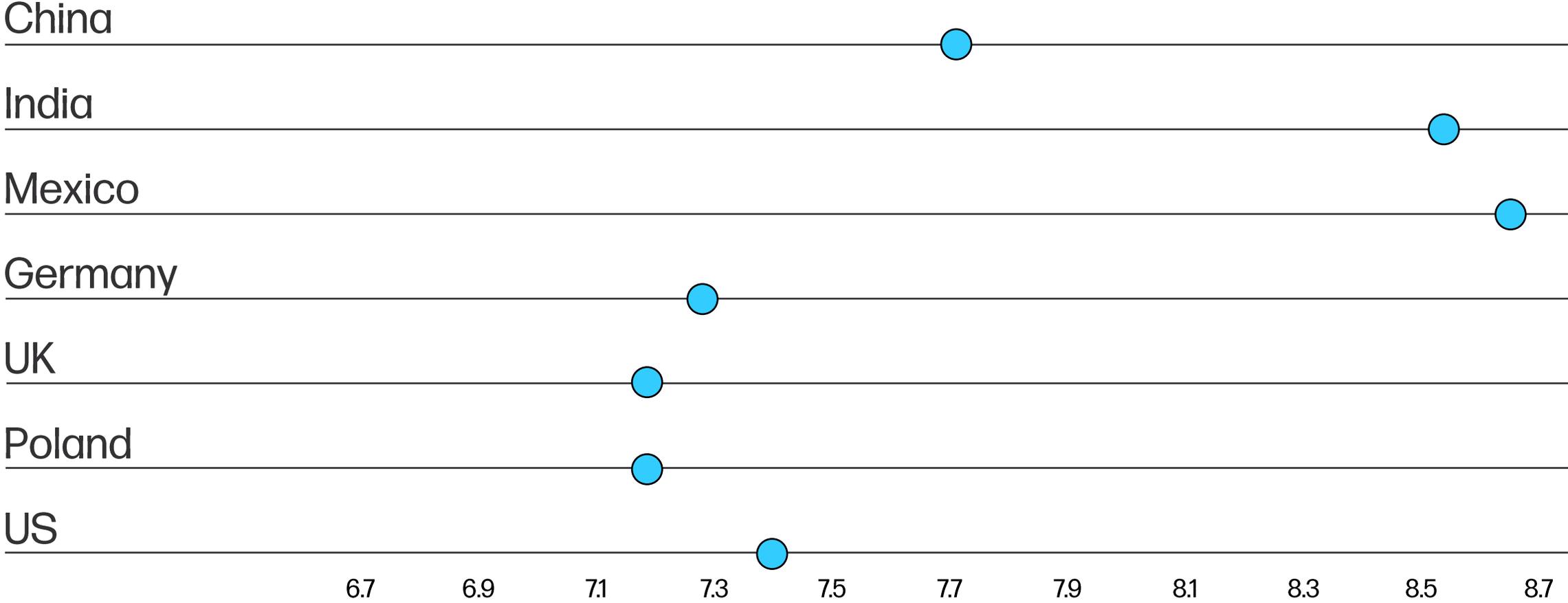
# Belonging by gender and race/ethnicity

Professionals' median belonging scores



# Comparing belonging across markets

Professionals' median belonging scores



# Majority men and belonging



# Belonging scores for majority men

Median belonging scores for men

Majority Men

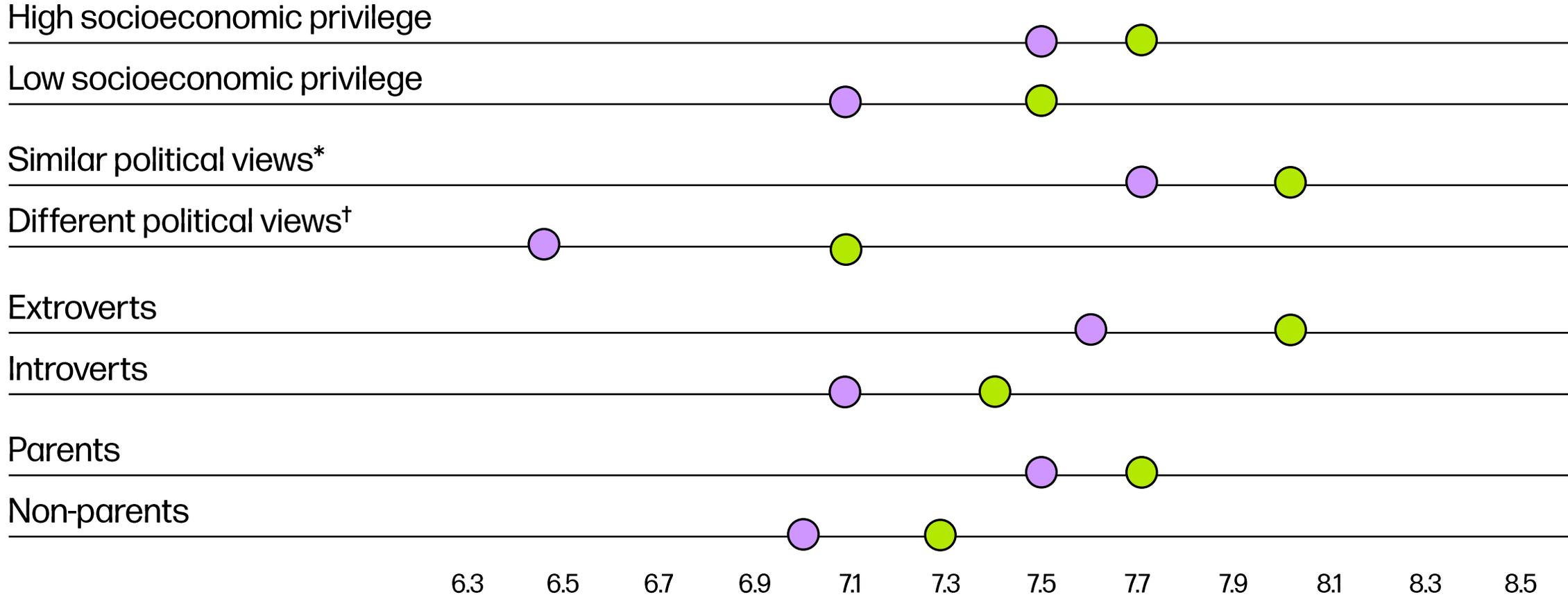
Men outside the majority



# Majority men are not monolithic

Median belonging scores

Men outside the majority    Majority men



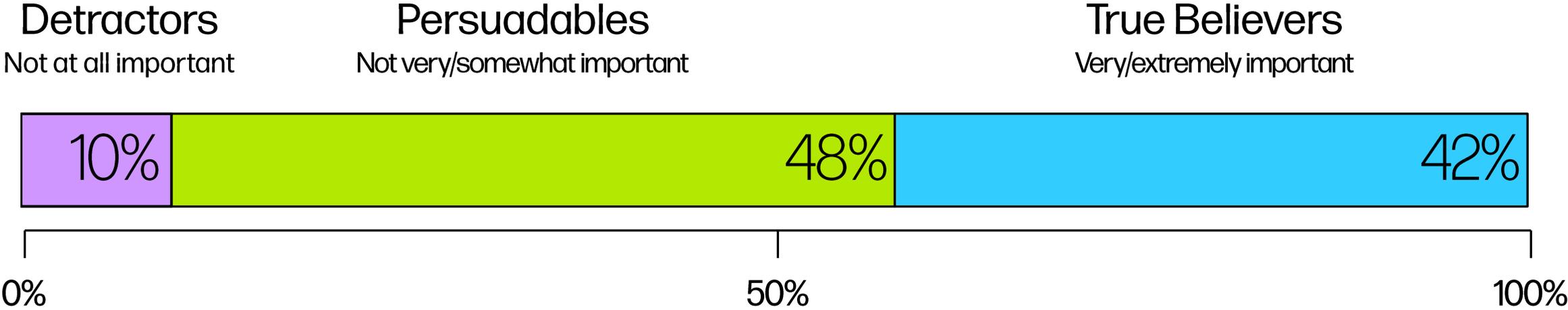
\*Professionals who share political views with most of their colleagues  
†Professionals who do not share political views with most of their colleagues

# Engaging majority men in belonging work



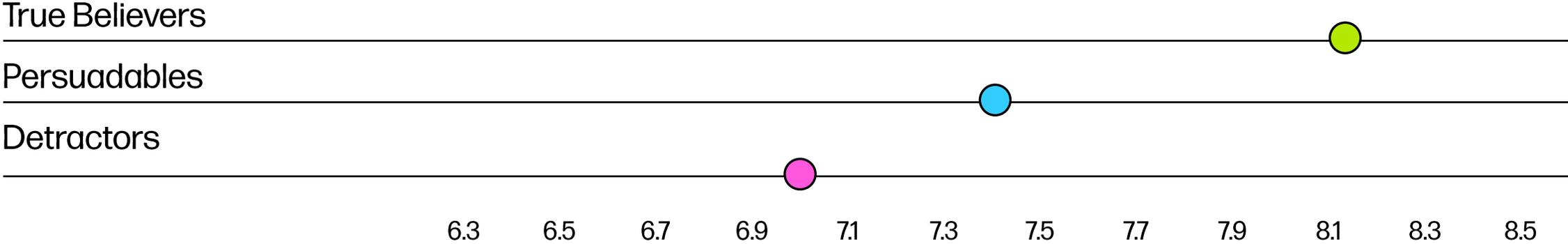
# 90% of majority men place some value in D&I

Majority men's responses to: How important is D&I to you at work?



# Belonging scores go up for True Believers

Median belonging scores for majority men



# True Believers' actions

## Most True Believers have voluntarily:

- Mentored a White woman\*
- Mentored a woman of color\*
- Mentored a man of color\*
- Sponsored a White woman\*
- Sponsored a woman of color\*
- Sponsored a man of color\*
- Attended a training on how to behave inclusively†
- Sought others' opinions and feedback in their day-to-day work\*
- Hired someone of a different background than their own\*

## Most True Believers have not:

- X Confronted behavior that demeans women
- X Confronted behavior that demeans people of color
- X Confronted behavior that demeans LGBTQ individuals
- X Asked a colleague open questions about an identity that is different from their own identity
- X Voluntarily attended an ERG (or affinity group) meeting for employees with a different background than their own†
- X Voluntarily helped lead an ERG or affinity group†
- X Voluntarily sponsored an ERG or affinity group†

\*Only includes responses from respondents who are in a position to do this

† Only includes responses from respondents whose companies have these programs

# Maturity curve for majority men

