



2023 Global Inclusion Analytics Index Report



A BENCHMARK TO ESTABLISH SPECIFIC AND MEASURABLE DEI GOALS

RW3 culturewizard™



Table of Contents	02
Executive Summary	03
Introduction	04
The Global Inclusion Calculator (GIC)	
Components/Dimensions	06
Methodology for the benchmarking/validation	08
Understanding the Report	
Purpose and Organization	09
Dimension and Subdimension Overview	09
Index Section 1—Inclusive Behavior	
Overview	10
Distribution and Statistical Analysis	12
Sector/Industry Analysis	18
Geographic Analysis	24
Index Section 2—Exposure to Diversity	
Overview	30
Distribution and Statistical Analysis	32
Sector/Industry Analysis	35
Geographic Analysis	38
Index Section 3—Cognitive Flexibility	
Overview	41
Distribution and Statistical Analysis	43
Sector/Industry Analysis	46
Geographic Analysis	49
Conclusion	52
References	53

The Global Inclusion Analytics Index is a **benchmarking study** measuring nine dimensions of **inclusive behavior**, such as Bias Awareness, Growth Orientation, and Flexible Thinking.

Using aggregated, anonymized data from nearly 140,000 global professionals, the Index provides a benchmark of actual workplace behavior that impacts inclusion rather than employees' perceptions about inclusion in their organizations.

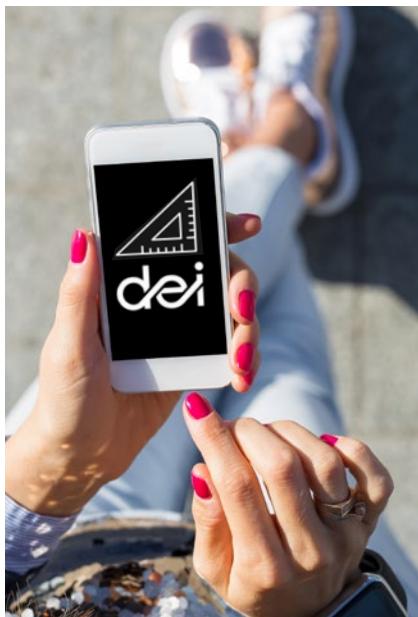


The Index can be used as a benchmark to establish **measurable goals** and **focused solutions** to identified targets for **DEI initiatives**.

HIGHLIGHTS OF KEY FINDINGS REVEALED:

- ✓ The Inclusive behaviors and aptitudes of 140,000 global professionals
- ✓ The unique characteristics of these behaviors to drive workplace inclusion, providing insights beyond employee sentiment and engagement surveys
- ✓ "Consumer facing" sectors scored higher on most measures of inclusivity compared to sectors focused on materials, energy, and industrial products
- ✓ Significant differences on a country-by-country basis in scoring for bias awareness and other measures of inclusion
- ✓ Scores varied significantly between business sectors for Trustworthiness and Bias Awareness

PHONE: +1 212-691-8900 | EMAIL: INFO@RW-3.COM | ONLINE: WWW.RW-3.COM



Diversity, Equity and Inclusion initiatives become increasingly seen as fundamental to business strategy. Organizations now seek ways to go beyond compliance and the mere appearance of Inclusion are finding ways to better measure the impact of their DEI initiatives. Even though employee sentiment analysis and workforce diversity statistics are commonplace and essential, an effective standard for measuring the inclusive behaviors that create inclusive cultures is a critical missing component.

We present these initial findings from the Global Inclusion Index as a starting point for creating a standard benchmark for inclusive behaviors to help guide organizational progress toward creating an inclusive workplace.

BACKGROUND

Research demonstrates conclusively that Inclusion is good for business on multiple levels. An inclusive work environment enables team members to do their best work, increasing both individual effectiveness as well as team creativity and innovation. Furthermore, successful DEI efforts reduce employee turnover and help to attract the world's best talent, which allows companies to save on resources allocated toward recruitment and hiring. These are among many reasons why 96% of CEOs surveyed by Forbes and Deloitte assert that DEI has become a strategic priority, and 86% state that they will invest more in initiatives to improve DEI.¹

In practice, however, DEI initiatives may fall short of their proven potential for several key reasons. First, while many DEI programs are rooted in good intentions—the desire to create a more welcoming and productive workplace—they often fail to gather and analyze the full range of data required to measure whether their strategic initiatives are having their intended impact. Typical measurement efforts include workforce statistics that inform hiring and career mobility, and sentiment surveys that measure employee engagement and perceptions around inclusion, engagement and belonging. While these are critical components of an effective DEI program, few organizations have attempted to analyze their program's impact on the specific behaviors and capabilities that create an inclusive workplace.

Further, many DEI programs have been critiqued for focusing too heavily on fixing problematic behaviors. While developing greater accountability—as individuals and as organizations—is a necessary part of understanding and practicing inclusion, it is often more effective to provide individuals with the skills and tools they need to become more inclusive than it is to criticize pre-existing behaviors. A more constructive approach enables team members and leaders to avoid defensive thinking and engage with their patterns and biases in a way that leads to positive workplace interactions in all respects, and thus to more sustainable cultural change.



This annual Index examines Inclusive behaviors across different measures of inclusivity as it is practiced in the workplace. The information that follows is based on an analysis of 139,051 respondent scores from 130 countries who completed RW3's award-winning Global Inclusion Calculator assessment. Using the aggregated, anonymized score data from these responses, we calculated benchmarks for inclusive behaviors and examined the patterns that emerge across different industries and geographic regions.

Findings from this report thus represent an opportunity for organizations who want to expand and improve the effectiveness of their DEI efforts. The Global Inclusion Analytics Index is the first benchmark of its kind that analyzes a substantial amount of data in relation to behavioral metrics. This enables leaders and DEI practitioners to identify where their DEI efforts may be missing the mark by examining inclusive behavioral patterns within their teams, organization, or even their industry and region.

The GIA Index therefore provides potential for organizations to fill in the gaps in their inclusion efforts so they can effectively capitalize on good intentions, make informed decisions about how to allocate resources, and make meaningful progress toward an inclusive workplace culture.

PHONE: +1 212-691-8900 | EMAIL: INFO@RW-3.COM | ONLINE: WWW.RW-3.COM

The Global Inclusion Calculator (GIC) was developed in 2019, through a partnership between RW3 CultureWizard's Research, Training and Development Group and Carlina R. Wheeler, Ph.D., a clinical psychologist with the University of California, Davis.²

The Global Inclusion Calculator was designed for two primary purposes. First, to support individuals in developing personalized strategies for working more effectively and inclusively with their colleagues through data-informed recommendations. Second, to help organizations better understand the multi-layered factors that contribute to inclusive behaviors in business professionals, and inform solutions based on these insights.



COMPONENTS/DIMENSIONS

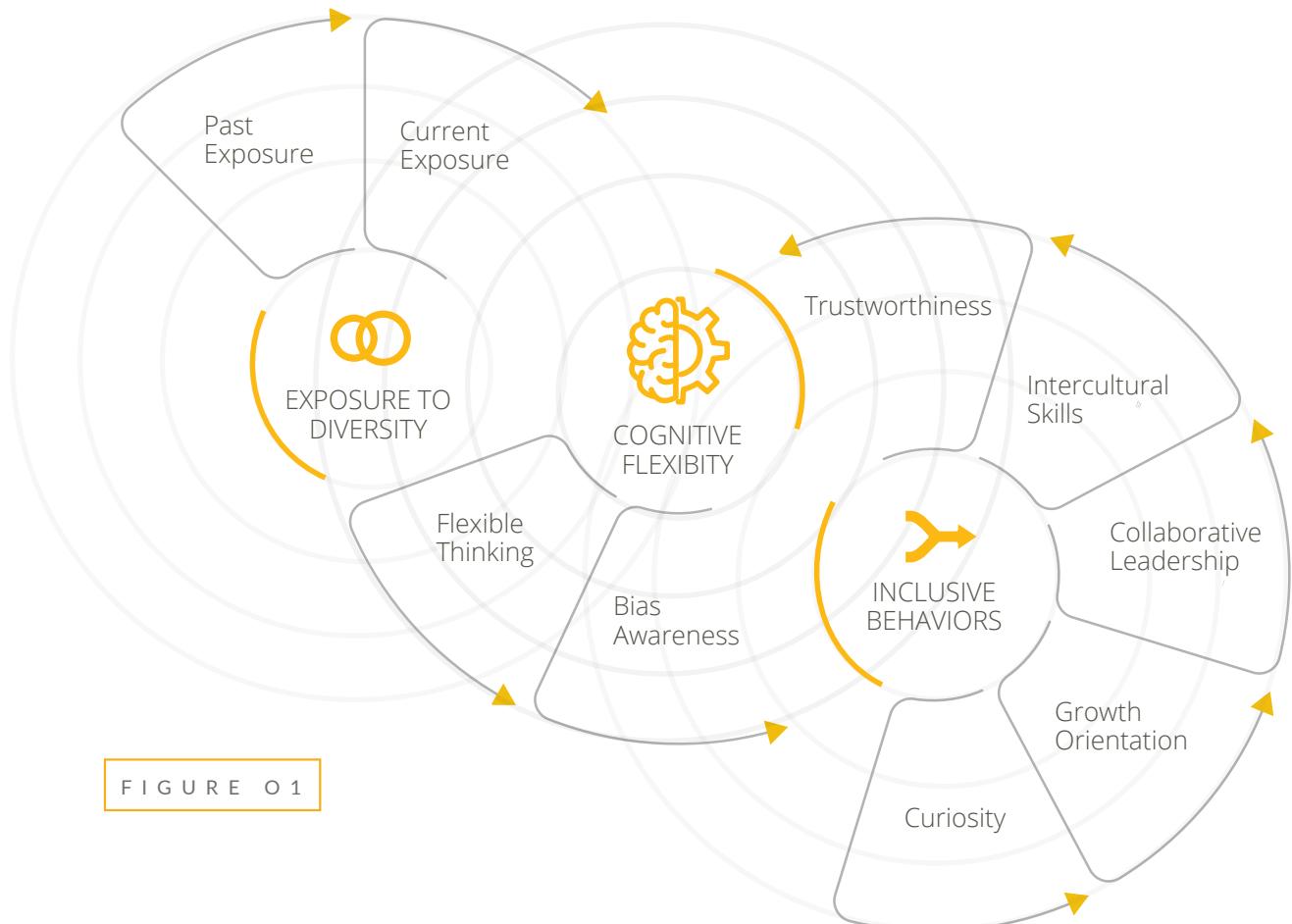
Inclusion is a complex concept that involves many factors that overlap and interact with one another. CultureWizard defines "Global Inclusion" as the attitudes and behaviors of individuals that lead to an environment where professionals of diverse backgrounds and perspectives feel a sense of belonging because they are valued and appreciated.

The GIC is based on a careful integration of theoretical frameworks, including a cognitive-behavioral and social psychological perspective. Evaluating the way we think and behave requires reflection on our personal experiences, which can heavily influence our attitudes, values, and behaviors.

The three dimensions of the GIC include Inclusive Behaviors, Cognitive Flexibility and Exposure to Diversity. This framework was developed to better understand the individual's internal (thoughts, attitudes, behaviors linked to Inclusive Behaviors and Cognitive Flexibility) and external (Past and Current Exposure to Diversity) experiences that contribute to an individual's capabilities with regard to inclusive behaviors in a global workplace.

Exposure to Diversity → Cognitive Flexibility → Inclusive Behaviors

The diagram below shows multi-layered framework for understanding what contributes to global inclusion.



METHODOLOGY FOR THE BENCHMARKING/VALIDATION

PSI Services, LLC, (PSI), a leader of assessment and talent management solutions for over 70 years, completed a thorough psychometric validation process of the GIC in June 2021. During the initial validation, PSI evaluated the data from a global pool of over 51,000 GIC respondents from 130 countries to assess the reliability of each assessment dimension, subdimension, and item. In addition, PSI produced normative data tables for each dimension to allow for standardized scoring of the respondent's results, by converting raw scores to z-scores, t-scores, and percentiles based on the data analysis, the original 45-item GIC had strong psychometric properties.



With the rescore of one item and removal of another, the final 44-item GIC demonstrates even stronger psychometric properties and internal consistency reliability estimate ($\alpha=.88$). This level of reliability greatly exceeds the acceptable standard for reliability ($\alpha=.70$). The GIC can reliably evaluate the constructs of Inclusive Behaviors ($\alpha=.790$), Exposure to Diversity ($\alpha=.707$), and Cognitive Flexibility ($\alpha=.787$).

PURPOSE AND ORGANIZATION

The annually released Global Inclusion Analytics Index can offer additional levels of analyses of GIC profiles. These levels of analyses include: individual, organizational, sector, and regional. On an individual level, the Index can provide each respondent greater context to understand their current functioning and propensity to act inclusively, as well as the ability to reevaluate their functioning over time. An organization can improve their workforce development by understanding how their talent is performing across these key areas and also evaluate performance of their organization over time, and in comparison to other organizations within their business sector or global region.

The report summarizes findings by Dimension, Subdimension, Overall Distribution and Averages, Sector Analysis, and Geographic Analysis.

DIMENSION AND SUBDIMENSION OVERVIEW

The summary of the purpose and significance for the 3 dimensions and 9 subdimensions is provided.

PHONE: +1 212-691-8900 | EMAIL: INFO@RW-3.COM | ONLINE: WWW.RW-3.COM

OVERALL DISTRIBUTION AND AVERAGES

Different shapes of distributions allow us to understand trends of larger amounts of data. We can better understand how scores are dispersed, what variability exists in scores, and how scores scatter based on mean, median and range.

SECTOR/INDUSTRY ANALYSIS

To explore score differences by Sector, we have categorized the 127 companies in our benchmark pool using the GICS classification system. GICS is used by research organizations and investment indices like the S&P 500 to segment public companies by Sector, Industry Group and Industry. Most of the companies in our sample have official GICS classification codes, but 57 are either privately held or operate in the Non-profit or Education sectors. For Private sector companies we have determined the classification based on similar competitive companies and we have called out Non-Profit/Education companies as their own Sector. For each Sector comparison, we compute the average dimension score for each Sector, and compare that average to the benchmark pool average excluding the target Sector's respondent.



GEOGRAPHIC ANALYSIS

For our Geographic segmentations, we rely on respondents to list their "Current Location" when registering for the CultureWizard Platform. In many global companies, this may not reflect the home or birth country of the respondent, and is not necessarily a reflection of the cultural norms for a given country.

Also, in the interest of showing the broadest representation of results, all countries with respondents have been included in the global "heat map" charts we are presenting. Many of the countries shown have thousands of respondents, e.g. China with 4813 respondents, but others may have far less statistically representative populations, e.g. Australia with 231. Given the widely varying numbers of respondents from each country, and lower confidence in our determination of the respondents' country designation, we provide these Geographical analyses to highlight areas of further study on the connections between cultural differences and inclusive behaviors. In addition, we have included in our discussion text only those countries that had at least 200 respondents.

Overview

Globally, organizations are developing strategic plans and adapting their business practices to diversify their workforce and promote more equitable representation. With increasingly diverse workforces, especially those that engage global markets, the value of improving a company's approach to diversity and representation is not sufficient on its own. To paraphrase a saying familiar to DEI practitioners, Diversity is being invited to the party, but Inclusion is having your presence welcomed, respected, and appreciated. A key component of the GIC aims to assess aspects of one's values, attitudes, and behaviors that support a diverse and inclusive workplace.

In reviewing social science and business management research, the Inclusive Behavior Dimension was developed to include 24 items across 5 subdimensions that represent a range of knowledge, skills, and attitudes that actively create an inclusive environment. While promoting diversity is a helpful business practice, it is only the beginning. The Inclusive Behaviors dimension can allow individuals to better understand how they can cultivate a culture of inclusion through their actions.



FIGURE 02: ASPECTS OF INCLUSIVE BEHAVIORS

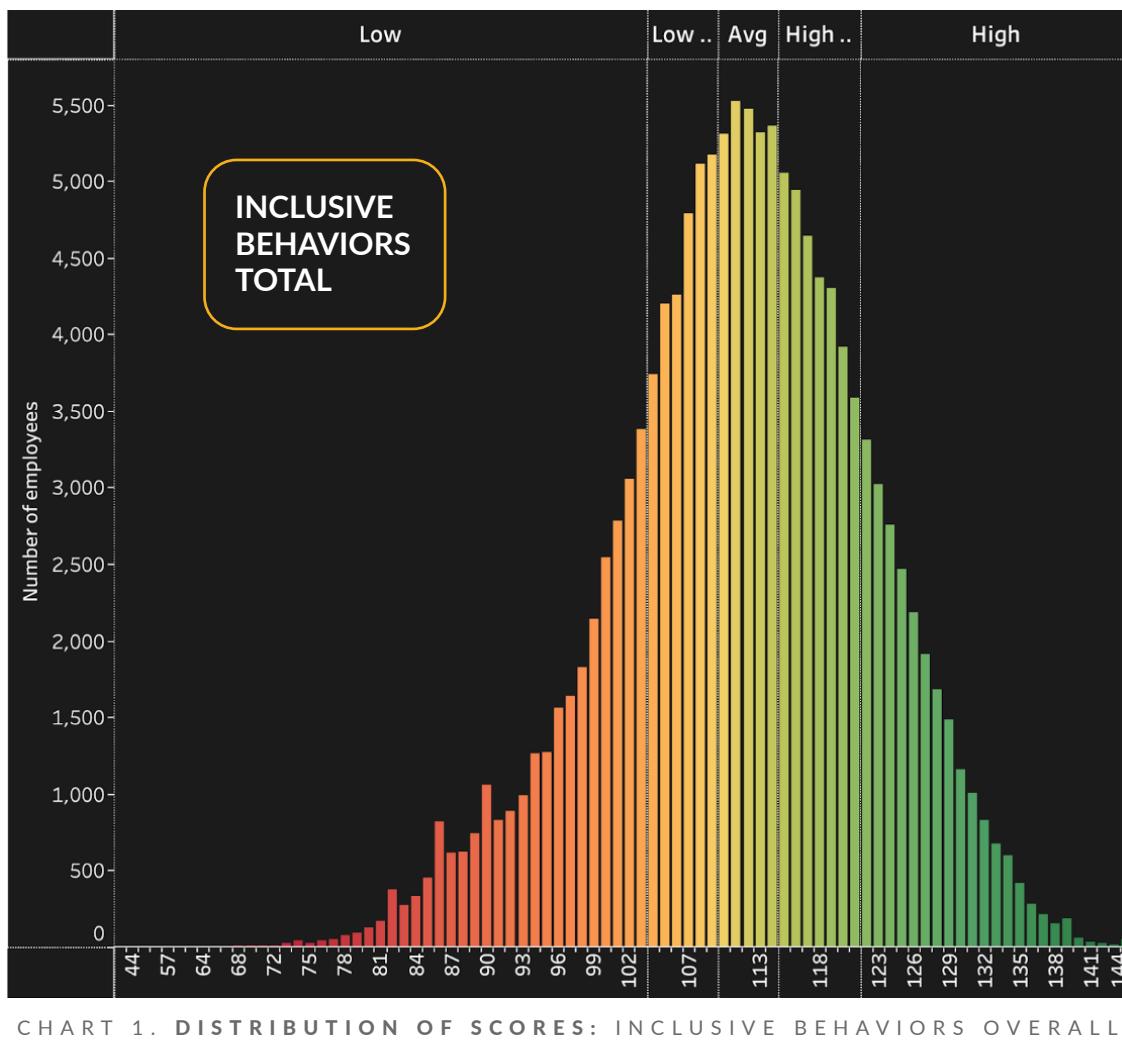
MAIN DIMENSION	DESCRIPTION	ITEMS
Inclusive Behaviors	Skills, values, and beliefs that enable high quality collaboration between diverse people that may be spread across many locations	24
SUBDIMENSIONS		
Trustworthiness	Ability to demonstrate genuine, trust-building behaviors across situations and relationships	05
Intercultural Skills	An individual's level of awareness of cultural differences and skill in working effectively across cultures	05
Collaborative Leadership	Skills, values, and beliefs that enable high quality collaboration between diverse people that may be spread across many locations	05
Growth Orientation	Desire and ability to challenge oneself, learn, incorporate feedback, and develop oneself both professionally and personally	04
Curiosity	Desire and openness to exploring diverse people and their perspectives	05

TABLE 01: INCLUSIVE BEHAVIORS

Distribution & Statistical Analysis

INCLUSIVE BEHAVIORS DIMENSION

As we might expect with such a large respondent population, the overall Inclusive Behaviors scores distribute evenly in a traditional “bell curve” with a peak in the middle range and relatively equal numbers of respondents on each side of the average. When we look further into the subdimensions that make up Inclusive Behavior, however, we find a less even distribution for various types of inclusive behavior that reveal a greater variety in how these actions manifest in the workplace overall, as well as by sector and geography.



Distribution & Statistical Analysis

INCLUSIVE BEHAVIORS SUBDIMENSIONS

TRUSTWORTHINESS

Fostering an inclusive work environment requires developing strong relationships, with Trust being a foundational element of their effectiveness.

The Trustworthiness subdimension assesses one's ability to demonstrate genuine, trust-building behaviors across situations and relationships. The test items not only look at an individual's ability to feel trust in their relationships with others, but it also asks an individual to reflect on their own integrity and accountability. Overall, the distribution suggests that most individuals feel a good level of trust in their work relationships and engage in behaviors that allow others to trust them.



CHART 2. DISTRIBUTION OF SCORES: TRUSTWORTHINESS SUBDIMENSION

INTERCULTURAL SKILLS

This subdimension asks an individual to rate their values, interests, and skills to effectively engage in cross-cultural interactions and relationships. Respondents demonstrated relative strength in their intercultural skills based on this overall distribution of scores. All respondent organizations included in the Index have access to RW3's CultureWizard Learning Platform, so this result is potentially influenced by effective intercultural skills training provided in that solution. Furthermore, most organizations included in the benchmark are global in scope, with respondents often having opportunities to collaborate with colleagues from a culture different from their own.

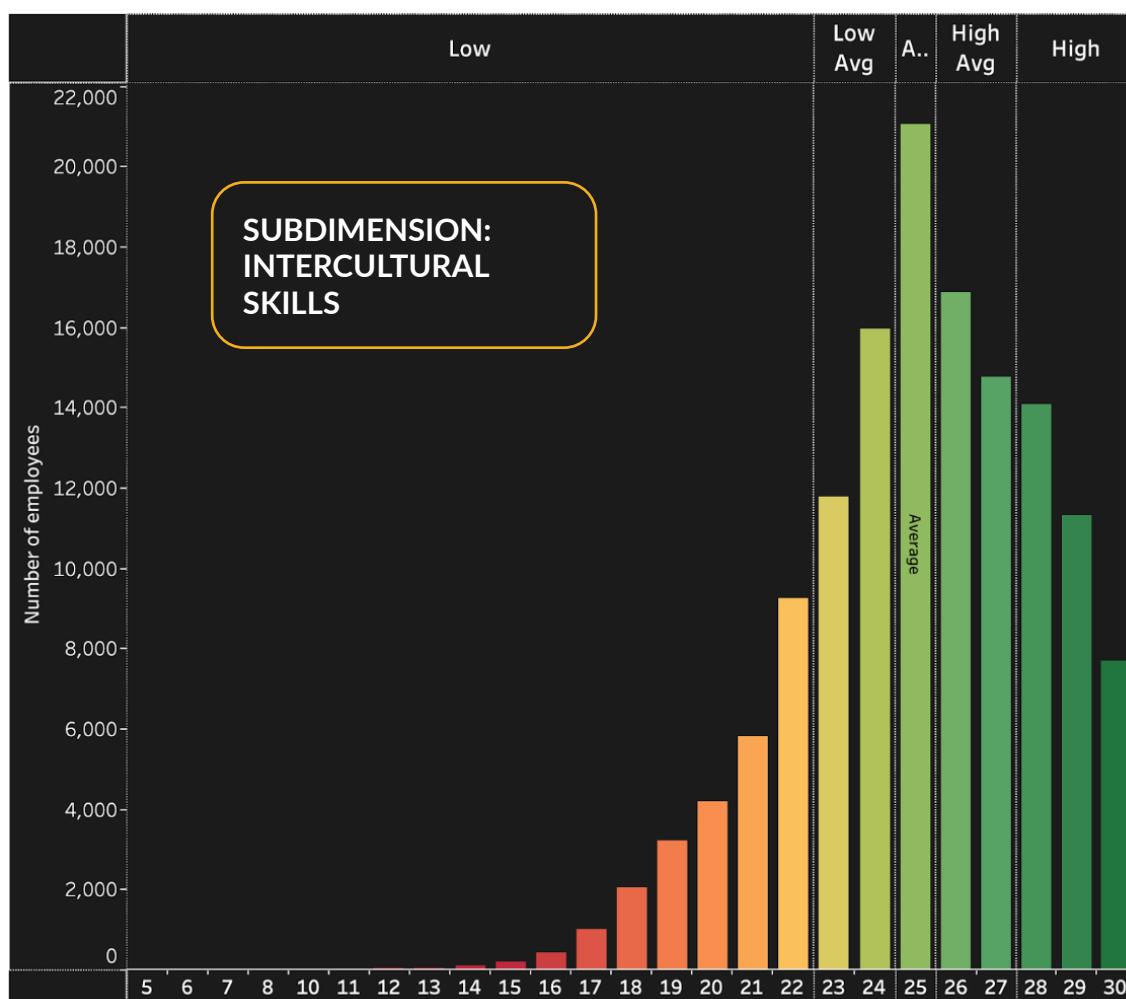


CHART 3. DISTRIBUTION OF SCORES: INTERCULTURAL SKILLS SUBDIMENSION

COLLABORATIVE LEADERSHIP

Organizations that adopt inclusive practices encourage employees, at all levels, to share a vision of developing a more inclusive workplace. The items from the subdimension take into consideration the management and leadership styles that are conducive to fostering an inclusive environment. The relatively lower scores in this subdimension impacted the overall average for Inclusive Behaviors and likely involved several factors.

Further research will explore the job level of respondents, as some proportion of the responding population may have had little leadership experience. However, the values and skills measured in this dimension are not reserved only to those in management or executive positions, but are important at any organizational level.

Similarly, while leadership demands and expectations for leadership style can vary widely across cultures, items in the assessment were calibrated to accommodate different cultural approaches. Further discussion of cultural implications for this dimension are discussed in the geographical analysis below.

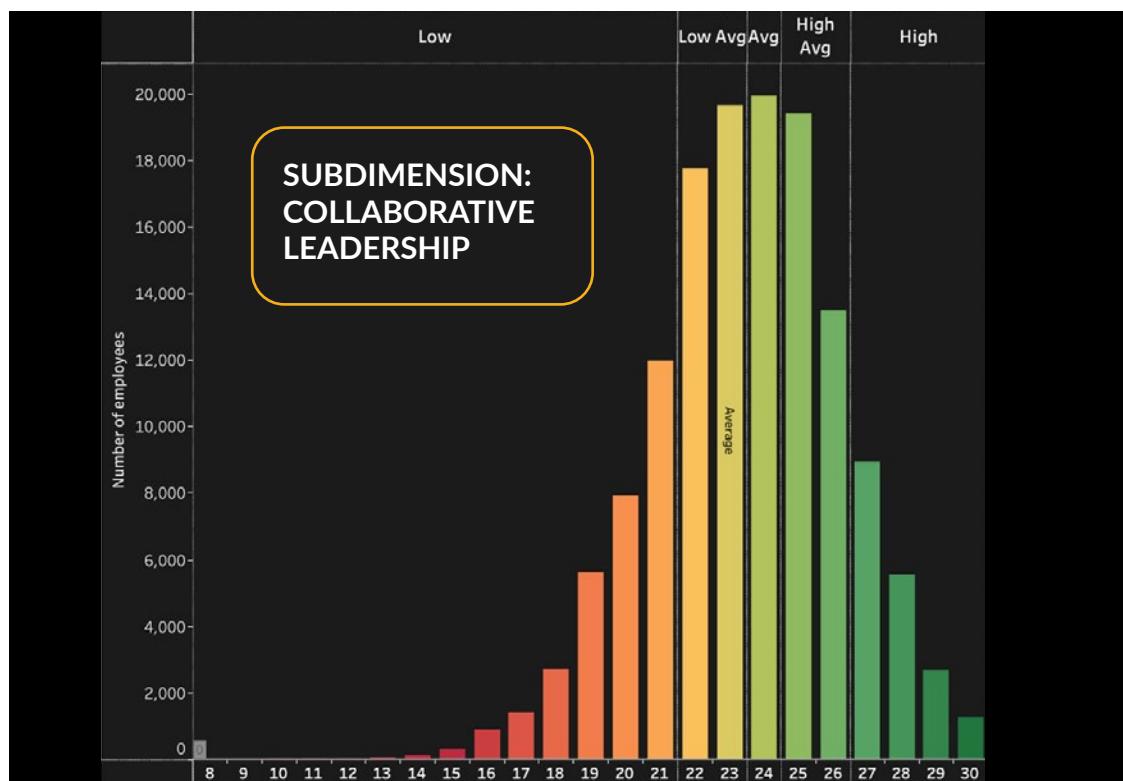


CHART 4. DISTRIBUTION OF SCORES: COLLABORATIVE LEADERSHIP SUBDIMENSION

GROWTH ORIENTATION

The Growth Orientation subdimension evaluates how an individual feels about receiving feedback, developing their skills, and taking reasonable risks to learn and grow. A growth-promoting mindset contributes to collaboration, innovation, and inclusion, by encouraging empathy and a focus on developmental potential for themselves and others, thereby decreasing unhelpful competition that can drive team members apart.

Based on Carol Dweck's research on "growth mindset", those who approach challenges and setbacks with the mentality that they can overcome these challenges with hard work, integration of constructive feedback, and persistence are more likely to successfully achieve their goals. This differs from a fixed mindset, that posits innate traits or abilities predict one's success. Research has also demonstrated that engaging in a growth mindset reduced the likelihood of making biased, stereotyped judgments about others or even about oneself.³

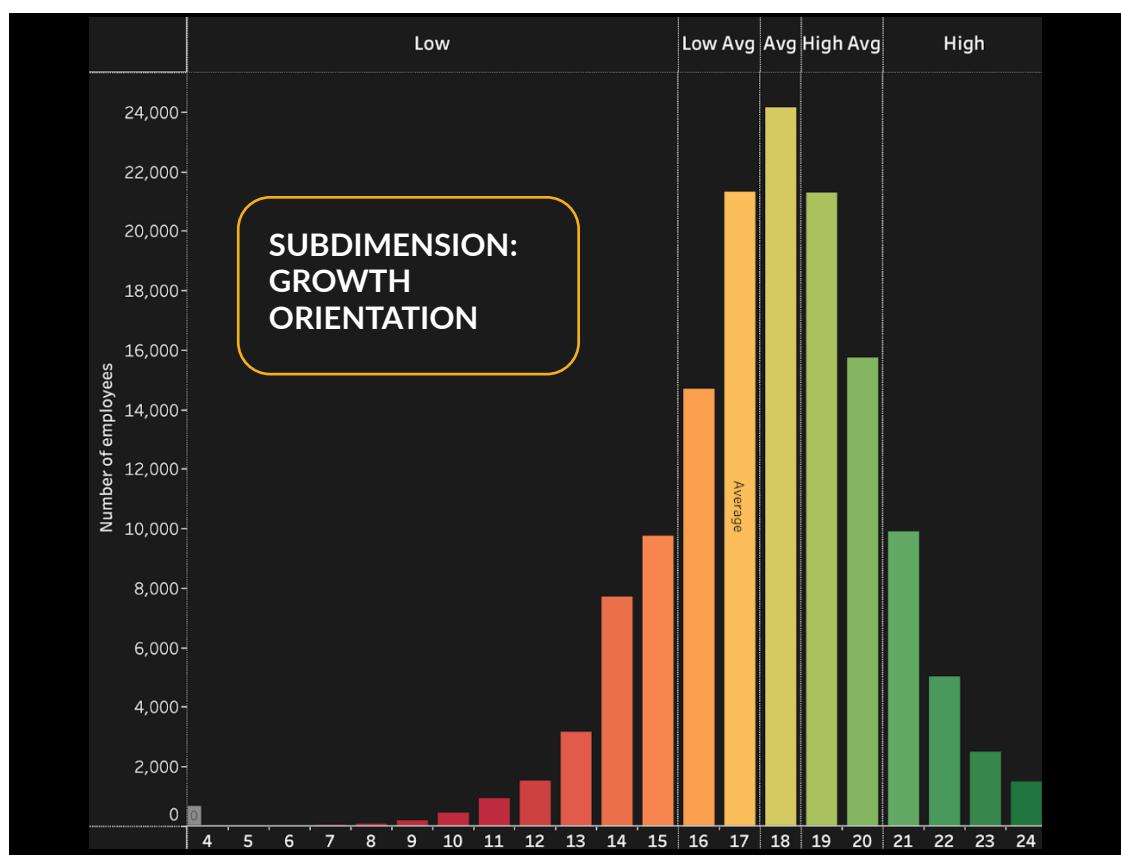


CHART 5. DISTRIBUTION OF SCORES: GROWTH ORIENTATION SUBDIMENSION

CURIOSITY

Being open to the perspectives of others supports an inclusive environment that not only expects different ideas, but takes the time to understand and embrace unique approaches. Individuals who demonstrate these qualities are more likely to collaborate well with others. Research has demonstrated that individuals who are more likely to make quick judgments can be more prone to believe negative stereotypes and assumptions and engage in biased and harmful practices. Curiosity allows us to improve our interactions by thinking about others in more flexible ways.

The overall distribution of scores toward the center of the range for this subdimension, indicate that most respondents have some of the key characteristics of inclusive curiosity, but that overall they still require some support in developing and practicing these behaviors as a normal part of their professional interactions.

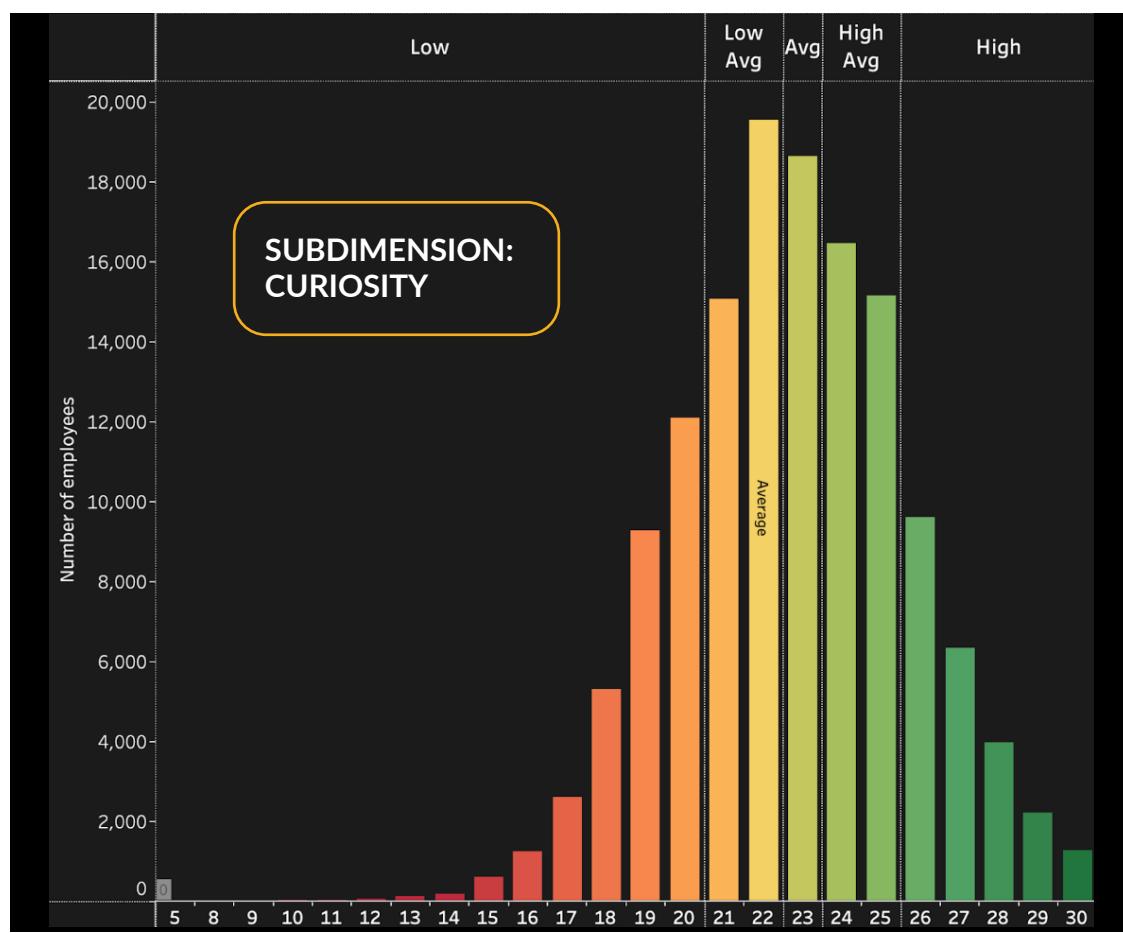


CHART 6. DISTRIBUTION OF SCORES: CURIOSITY SUBDIMENSION

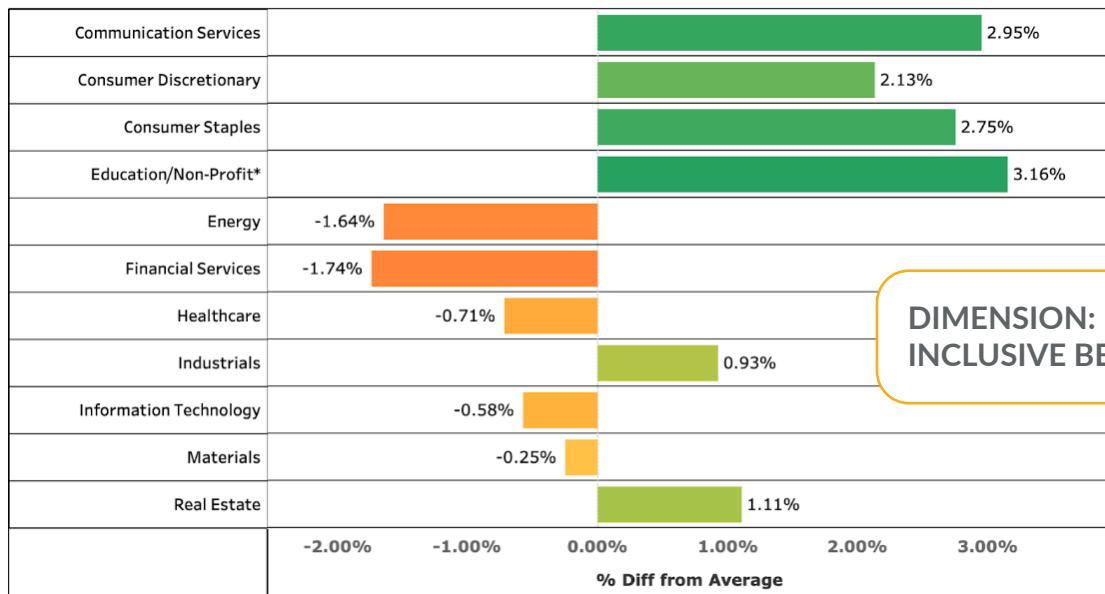
Sector/Industry Analysis

INCLUSIVE BEHAVIORS DIMENSION

KEY HIGHLIGHTS: INCLUSIVE BEHAVIOR SECTOR ANALYSIS

- ✓ Looking at the Inclusive Behaviors dimension, we can see that companies in Communication Services, Consumer Products and the Education/Non-Profit sector score far above the average for other sectors.
- ✓ A potential area for further research is whether these results could be related to how these sectors are more likely to have higher levels of contact with global customers, colleagues and partners from other backgrounds in their daily work, whereas respondents from Materials, Energy, etc. may have more localized jobs and contacts in their day to day work environments. When we look at particular subdimensions, this correlation seems even more likely.
- ✓ Subdimensions like Intercultural Skills and Curiosity show the most profound differences between the four more global customer-facing sectors in our sample, while other dimensions that reflect more internal dynamics (Collaborative Leadership, Growth Orientation) show less marked differences.

Differences by Sector | Dimension: Inclusive Behaviors | Total Employees: 139,051



**DIMENSION:
INCLUSIVE BEHAVIOR**

CHART 7: SECTOR BENCHMARKING: INCLUSIVE BEHAVIORS OVERALL

PHONE: +1 212-691-8900 | EMAIL: INFO@RW-3.COM | ONLINE: WWW.RW-3.COM

Sector/Industry Analysis

INCLUSIVE BEHAVIORS SUBDIMENSIONS

Differences by Sector | Dimension: Inclusive Behaviors | Subdimension: Trustworthiness | Total Employees: 139,051

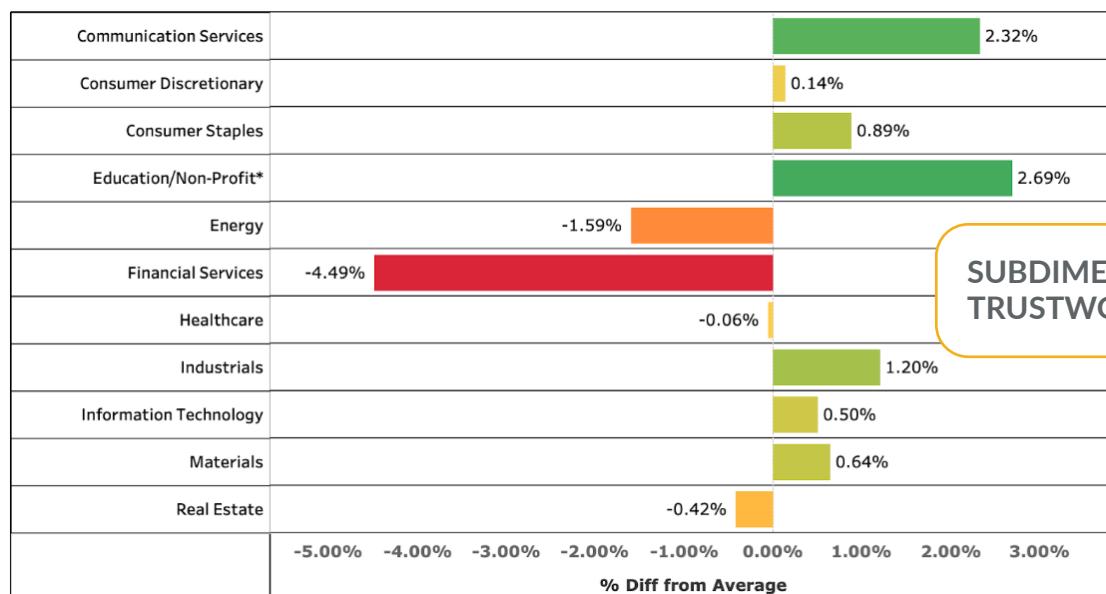


CHART 8: SECTOR BENCHMARKING: TRUSTWORTHINESS SUBDIMENSION

TRUSTWORTHINESS

While most sectors performed similarly on this subdimension, the most significant result indicates the Financial Services sector scoring much lower than others. This percentage of difference was greater than differences in other subdimensions as well.

Concluding what factors are contributing to these scores requires more detailed analysis, as well as research that falls outside the scope of this report. However, these initial findings may suggest that while financial firms have been seeking to increase transparency and integrity in their practices, particularly in the stronger global regulatory environment of the past decade, more can be done to develop trust and a culture of transparency in this sector.

Conversely, companies in the Education and Non-Profit sector demonstrate higher levels of inclusive trustworthiness, perhaps indicating higher emphasis on establishing trust and transparency in order to provide their services effectively.

Differences by Sector | Dimension: Inclusive Behaviors | Subdimension: Intercultural Skills | Total Employees: 139,051

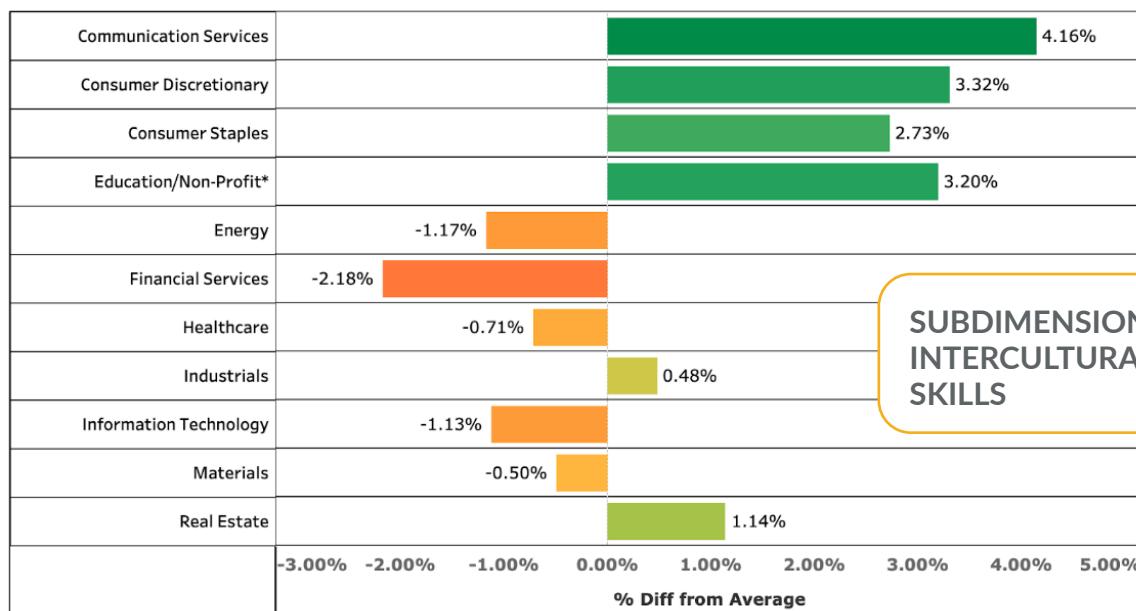
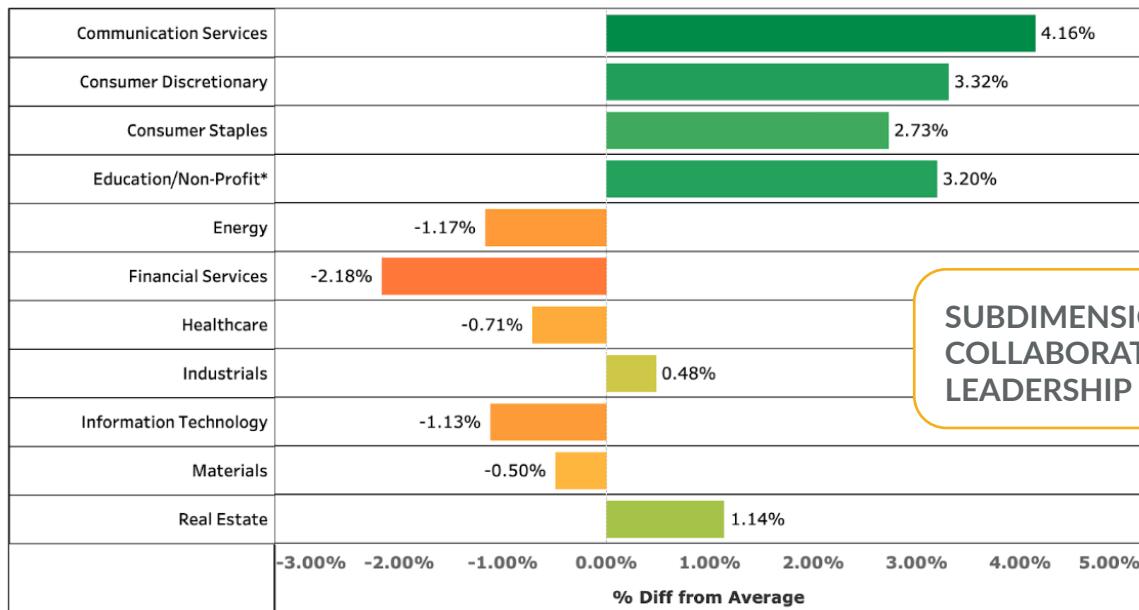


CHART 9: SECTOR BENCHMARKING: INTERCULTURAL SKILLS SUBDIMENSION

INTERCULTURAL SKILLS

Most sectors scored well in the Intercultural Skills subdimension. These skills allow individuals to effectively engage in cross-cultural interactions within their organization with colleagues, as well as outside their company with clients. Although some sectors perform below the average, the data suggests that differences are not as prominent as other areas. Organizations can continue to improve their Intercultural Skills by developing diversity-informed opportunities for cross-cultural interaction, and offer training and mentorship in multicultural competence.

Differences by Sector | Dimension: Inclusive Behaviors | Subdimension: Collaborative Leadership | Total Employees: 139,051



**SUBDIMENSION:
COLLABORATIVE
LEADERSHIP**

CHART 10: SECTOR BENCHMARKING: COLLABORATIVE LEADERSHIP SUBDIMENSION

COLLABORATIVE LEADERSHIP

Top performing sectors in Collaborative Leadership include the Consumer Discretionary, Education/Non-Profit, Consumer Staples and Real Estate sectors.

It is perhaps not surprising that hospitality, public-facing, and consumer-oriented industries score highly on a subdimension that requires strong interpersonal and communication skills.

Although Collaborative Leadership is another subdimension that reflects fairly high scores across industries, future research will explore what may contribute to less developed skills for industries like IT and Healthcare. One possibility to explore is whether these industries' relatively stronger focus on individual contribution and direct service may limit the development of these types of interpersonal skills compared to other sectors.

Another finding worthy of further investigation is how Communication Services performs in this area compared to other Inclusive Behavior subdimensions. While this sector is still performing in the high average range in Collaborative Leadership, there may be indications that team building or inclusive behavior modeling may still be an area for development in this sector.

Differences by Sector | Dimension: Inclusive Behaviors | Subdimension: Growth Orientation | Total Employees: 139,051

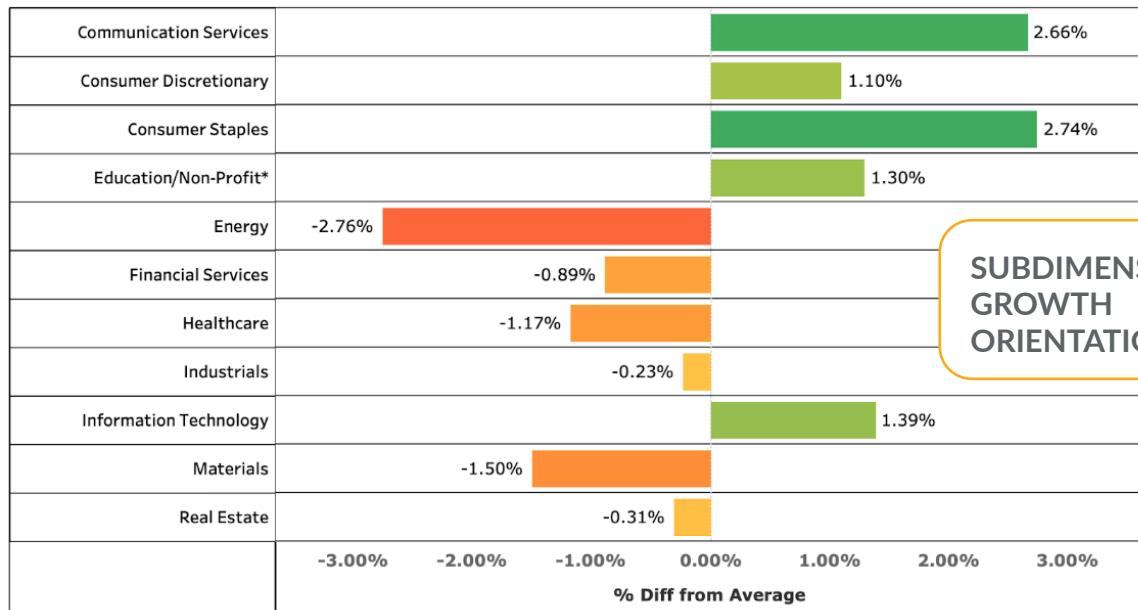


CHART 11: SECTOR BENCHMARKING: GROWTH ORIENTATION SUBDIMENSION

GROWTH ORIENTATION

The results in the Growth Orientation subdimension show a relatively balanced split across the eleven sector categories. Consumer Staples and Communication Services demonstrated the highest proclivity towards a “growth mindset.”

Further research may explore whether these results point to hiring practices and the individuals drawn to these fields, and whether these organizations integrate effective and frequent feedback into their processes, which is a hallmark of companies with a strong Growth Mindset.

The Energy sector results indicated that this sector could possibly benefit from instilling more growth-promoting principles across their workforce. Companies in this sector may have a need to focus their efforts on developing a greater tolerance for risk and personal development by embracing a mindset that is conducive to innovation and navigating new challenges.

Differences by Sector | Dimension: Inclusive Behaviors | Subdimension: Curiosity | Total Employees: 139,051

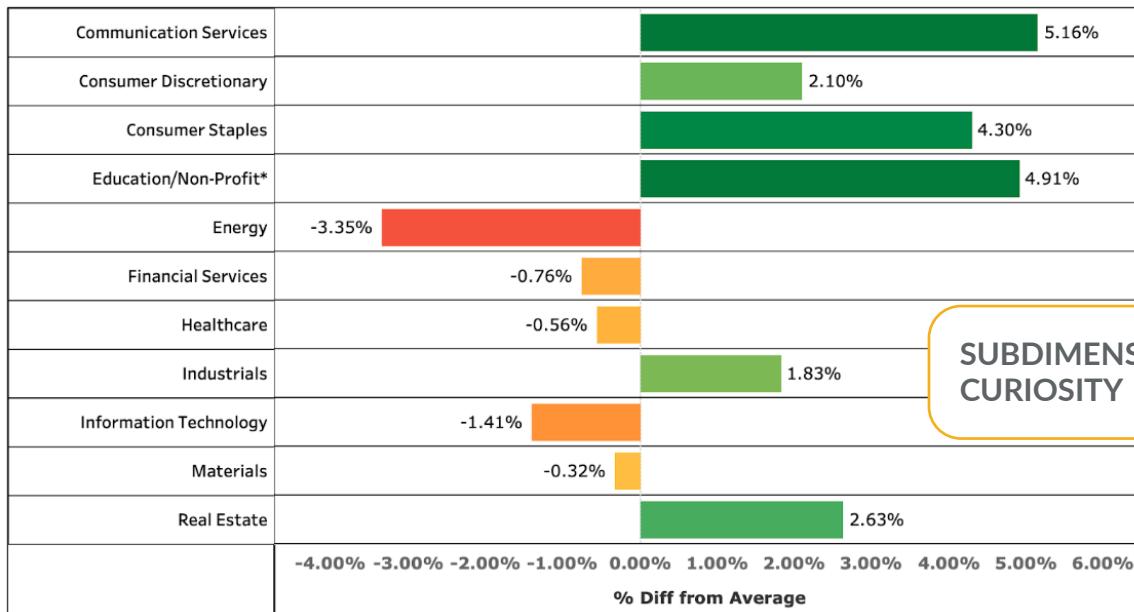


CHART 12: SECTOR BENCHMARKING: CURIOSITY SUBDIMENSION

CURIOSITY

Communication Services, Education/Non-Profit and Consumer Staples significantly outperformed other sectors on the Curiosity subdimension. Individuals in these fields may conduct work that prioritizes openness to different experiences and resisting a “one size fits all” approach that could limit their client base. Again, Energy stood out as receiving a markedly lower average across the Curiosity items. Similar to results across sectors in the Growth Orientation subdimension, those in the Energy industry may be less likely to engage in these types of behaviors given the nature and location of their work, or this may be an indication of strongly established operational cultures.

Geographic Analysis

INCLUSIVE BEHAVIORS DIMENSION

Geographic Anaysis | Dimension: Inclusive Behaviors | Total Employees: 62,917

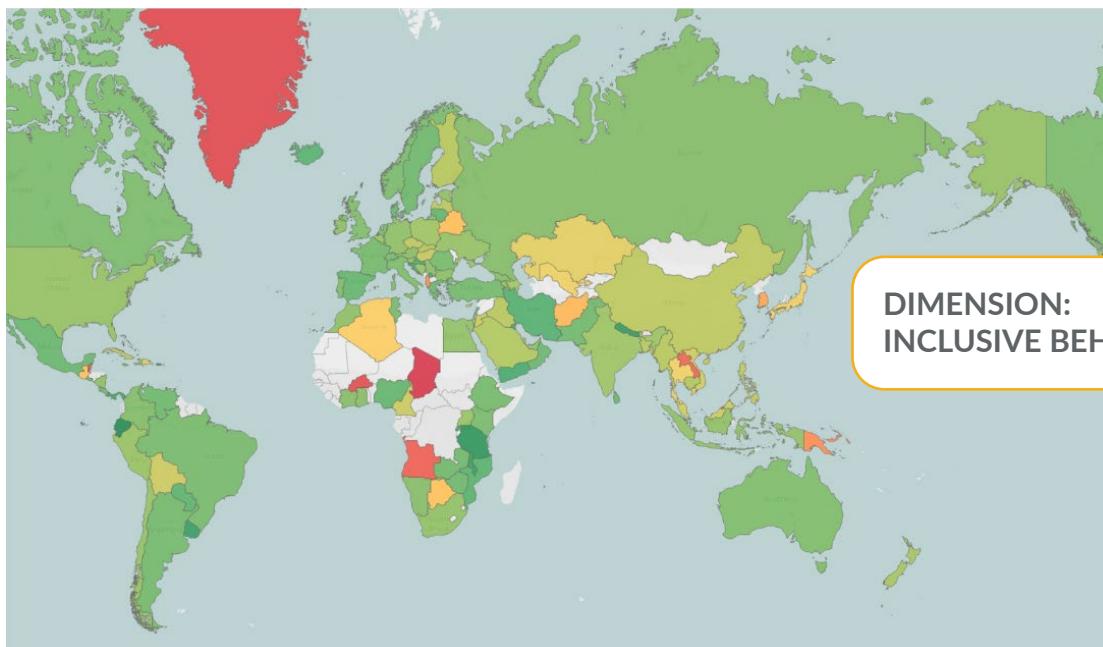


CHART 13: GEOGRAPHIC HEAT MAP: INCLUSIVE BEHAVIORS OVERALL

As previously mentioned, because there are widely varying numbers of respondents from each country, and lower confidence in our determination of the respondents' country designation, we provide the following Geographical analyses for general interest and to highlight areas of further study on the connections between cultural differences and inclusive behaviors. In addition, we have included in our discussion only those countries that had at least 200 respondents.

Overall, most countries score at or above average (yellow to green) compared to the overall benchmark, but once again when we look at the subdimensions some key differences arise.

Geographic Analysis

INCLUSIVE BEHAVIORS SUBDIMENSIONS

Geographic Analysis | Dimension: Inclusive Behaviors | Subdimension: Trustworthiness | Total Employees: 62,917

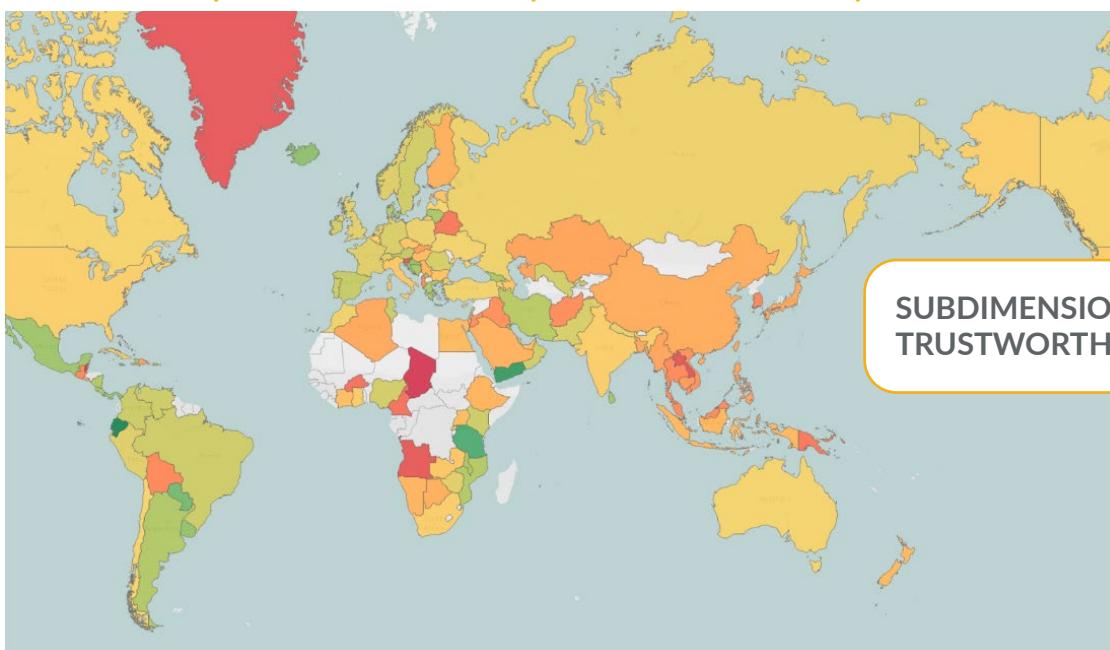


CHART 14: GEOGRAPHIC HEAT MAP: INCLUSIVE BEHAVIORS SUBDIMENSIONS

TRUSTWORTHINESS

Several countries with Latinx and Hispanic populations achieved higher scores in the Trustworthiness subdimension. Mexico stood out with some of the highest scores, followed by Spain, Portugal, and Brazil. Other countries performing higher in this subdimension were found in Western Europe.

South Korea, Thailand and Malaysia had the lowest averages in this area.

Further research will explore whether these geographic patterns are due to concentrations of sectors that also performed significantly different in the same area or if this reflects cultural values and styles. For instance, Latinx and Hispanic cultures are relatively relationship-focused according to the CultureWizard Intercultural Model™, and this tendency may extend into the workplace. Conversely, countries like Austria and Sweden tend to be relatively individualistic.

PHONE: +1 212-691-8900 | EMAIL: INFO@RW-3.COM | ONLINE: WWW.RW-3.COM

Geographic Analysis | Dimension: Inclusive Behaviors | Subdimension: Intercultural Skills | Total Employees: 62,917

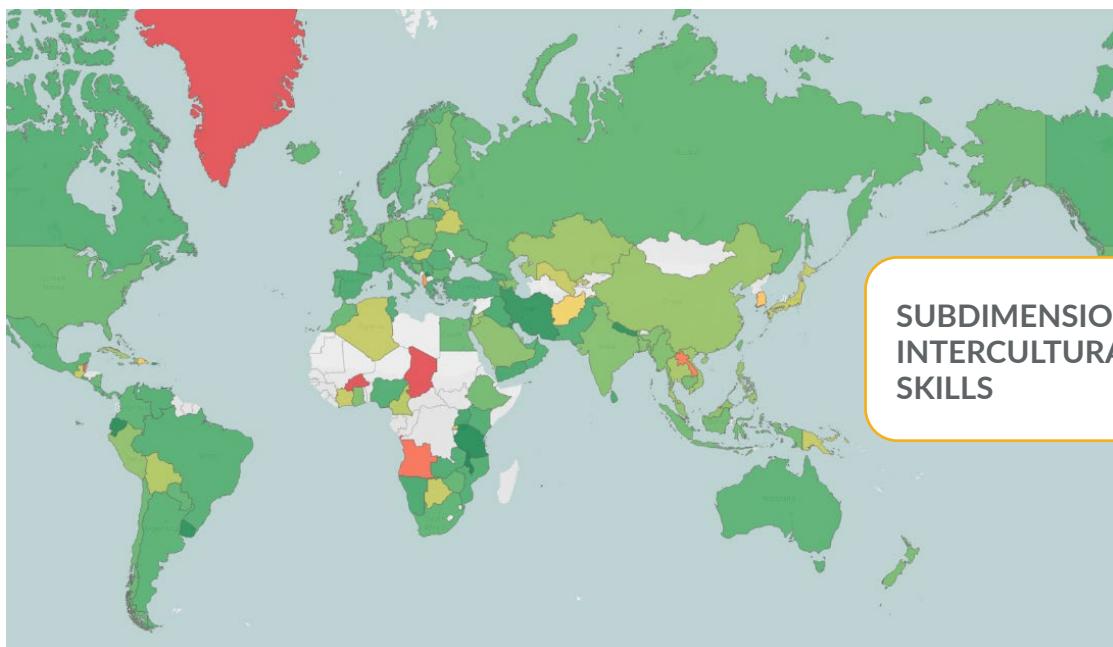


CHART 15: GEOGRAPHIC HEAT MAP: INCLUSIVE BEHAVIORS SUBDIMENSIONS

INTERCULTURAL SKILLS

Many countries demonstrated advanced skills in the Intercultural Skills subdimension. Much of North and South America, and Eastern and Western Europe scored high in this area. Other countries achieving higher scores in this subdimension included Australia, Turkey, and South Africa.

Lower scores for this subdimension appear to be clustered in Southern and Eastern Asia with countries such as South Korea, Japan, and Thailand. In addition, Hungary stood out amongst its European counterparts in achieving a relatively low score in this area.

It's possible that there is a greater cultural homogeneity in some of these countries, or that the respondents in these areas had less experience interacting with global colleagues in their daily work. These and other considerations will be more fully explored in further research.

Geographic Analysis | Dimension: Inclusive Behaviors | Subdimension: Collaborative Leadership | Total Employees: 62,917

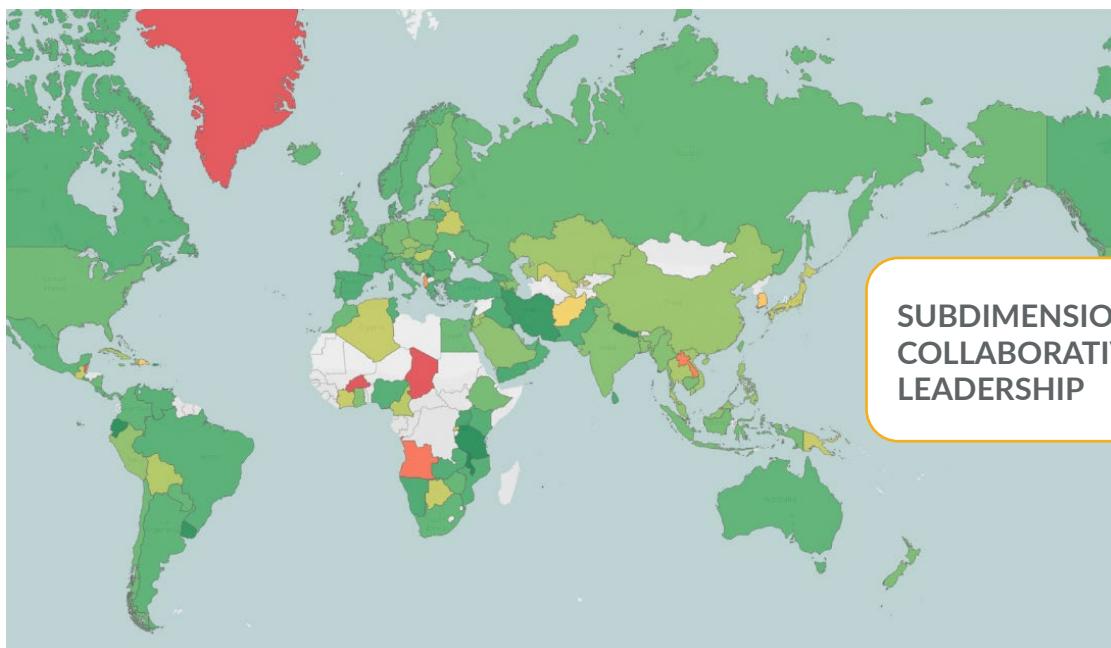


CHART 16: GEOGRAPHIC HEAT MAP: INCLUSIVE BEHAVIORS SUBDIMENSIONS

COLLABORATIVE LEADERSHIP

Countries in the Americas and Europe tended to score higher on the **Collaborative Leadership measures**. There were some outliers, including neighbors Poland and Czech Republic performing in the lower average range. France, Italy, Spain, Mexico, and Brazil generated the highest scores in this area. Australia, Turkey, and South Africa also demonstrated higher than average Collaborative Leadership skills. South Korea, China, Japan, and Thailand scored below average for this dimension, perhaps reflecting different leadership styles within these cultures.

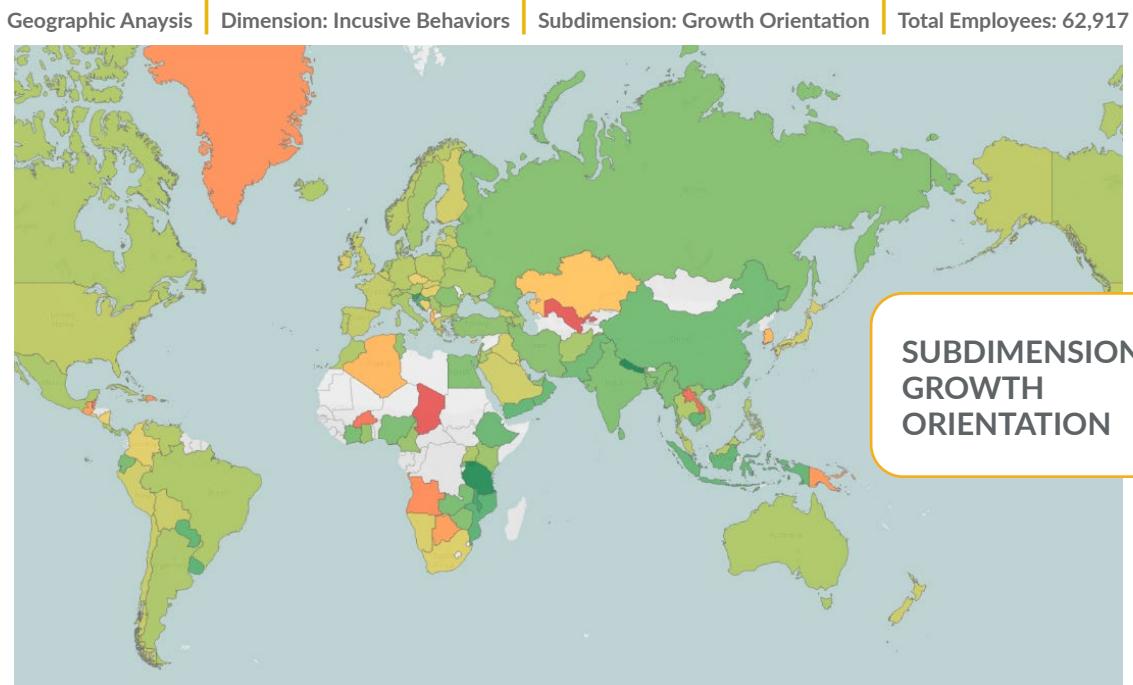


CHART 17: GEOGRAPHIC HEAT MAP: INCLUSIVE BEHAVIORS SUBDIMENSIONS

GROWTH ORIENTATION

Trends shift in this area of Inclusive Behaviors. Compared to Intercultural Skills and Collaborative Leadership, some of the East and Southeastern Asian countries perform the best in this area, whereas the Americas and Western Europe performed in the lower average range. China performed the best in this area, followed by Russia, India, and Turkey.

The lowest scores in this area were found in South Korea, South Africa, and Japan. The Czech Republic, Hungary, Ireland, and Belgium also performed in the moderately low range. The reversal in score results for this and other dimensions is an indication that culture does play a significant role in the expression of Inclusive Behavior and assessment responses. Future analysis will also explore differences in the saturation of certain sectors for these particular regions, to explore the impact of organizational culture on this dimension.

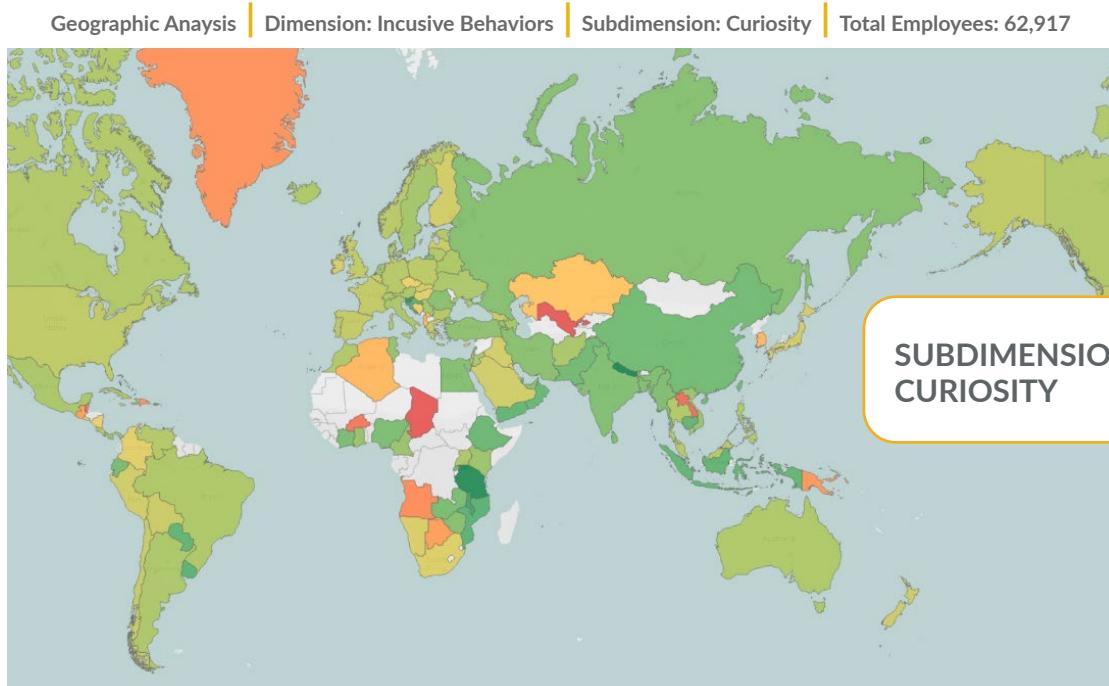


CHART 18: GEOGRAPHIC HEAT MAP: INCLUSIVE BEHAVIORS SUBDIMENSIONS

CURIOSITY

The Curiosity subdimension reveals noticeable differences between the traditionally defined Western and Eastern counties. Sweden, Spain, Norway and Canada emerged as the countries with the highest scores in this area. Countries that had the lowest scores include South Korea, Thailand, India, Japan, and Malaysia. Geographic differences may emerge in this subdimension based on personal or cultural style. For instance, individuals with a higher internal locus of control or self-initiating workstyle may score higher in this domain than individuals who may adopt a more neutral approach. Organizational culture may also play a role, as more hierarchical or formal workplaces may subtly discourage the manifestations of curiosity that are measured in the Global Inclusion Calculator.

Overview

The Exposure to Diversity dimension contains 8 items across two subdimensions that assess the kind of exposure and experiences one has had with diverse individuals. It can be challenging to work in an increasingly diverse environment, in which individuals hold disparate worldviews, values, and beliefs. In addition, confusion or conflict can occur across individuals who engage in different styles and forms of communication, decision-making, and problem-solving.



Based on the contact hypothesis,⁴ successful workplace interactions in a diverse and inclusive work environment can improve with greater exposure to environmental diversity, as individuals are less prone to engage in stereotypical, discriminatory, or prejudicial behavior.

Exposure to Diversity includes two subdimensions. One subdimension analyzes the level of diversity respondents are exposed to in their current environment. The other subdimension allows users to reflect on their early life experiences with being exposed to other cultures or individuals from backgrounds that differ from their own, particularly during their childhood and adolescence. Some individuals may have been exposed to diverse environments as a child, to find themselves in more homogenous settings as an adult. Other individuals have sought out more diverse experiences as they have become adults—through reading, travel, new friendships, or a diverse, global work environment.

The Exposure to Diversity dimension is included in the Global Inclusion Calculator to highlight the importance of past and current exposure on the attitudes, values, and beliefs we develop, which in turn, contribute to our propensity to act inclusively towards others. Past Exposure to Diversity is a static subdimension, meaning that a respondent's score will remain stable, as it is based on experiences that have already occurred. It can help users draw inferences as to why they may think and act a certain way. The Current Exposure to Diversity subdimension is a dynamic factor, i.e. it is amenable to change and can serve to encourage us to seek out new perspectives, experiences, and worldviews to celebrate our differences.

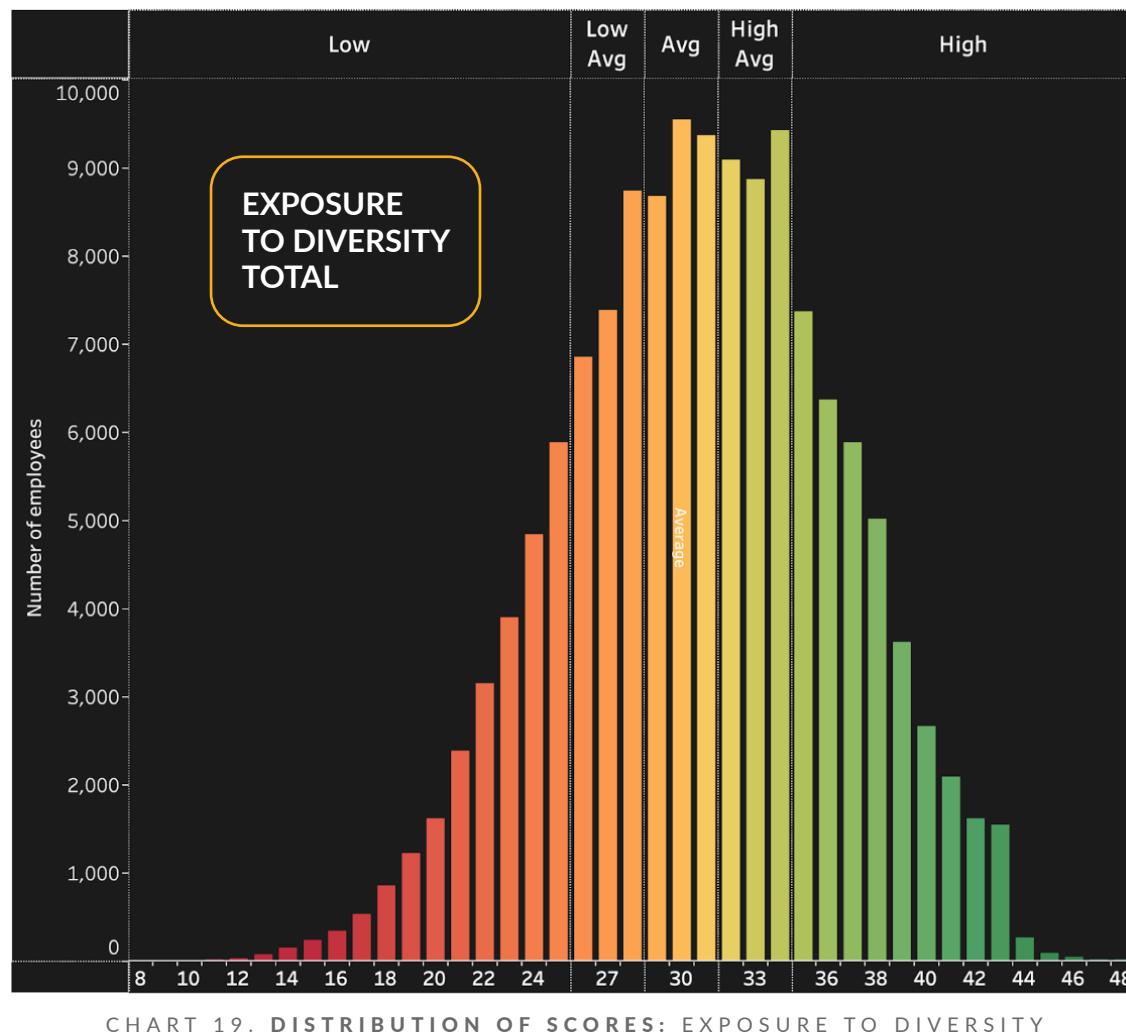
MAIN DIMENSION	DESCRIPTION	ITEMS
Exposure to Diversity	Assesses the kind of exposure and experiences one has had with diverse individuals	09
SUBDIMENSIONS		
Current Exposure to Diversity	Level of diversity to which one is exposed in their current environment	04
Past Exposure to Diversity	Past exposure to diverse experiences and individuals, particularly as a child or teenager	04

TABLE 02: EXPOSURE TO DIVERSITY

Distribution & Statistical Analysis

EXPOSURE TO DIVERSITY DIMENSION

The general distribution of scores on the Exposure to Diversity dimension, falls on a normal curve. The majority of respondents scored within the low average to high average range.



Distribution & Statistical Analysis

EXPOSURE TO DIVERSITY SUBDIMENSIONS

CURRENT EXPOSURE TO DIVERSITY

On Current Exposure to Diversity, the distribution indicates that the vast majority of those surveyed had at least some significant exposure to diversity in their current work or personal environments, with very few having either extreme of regular interactions or little exposure to diversity. This is perhaps unsurprising given that most respondents work in global organizations where some contact with people from diverse backgrounds is inevitable.

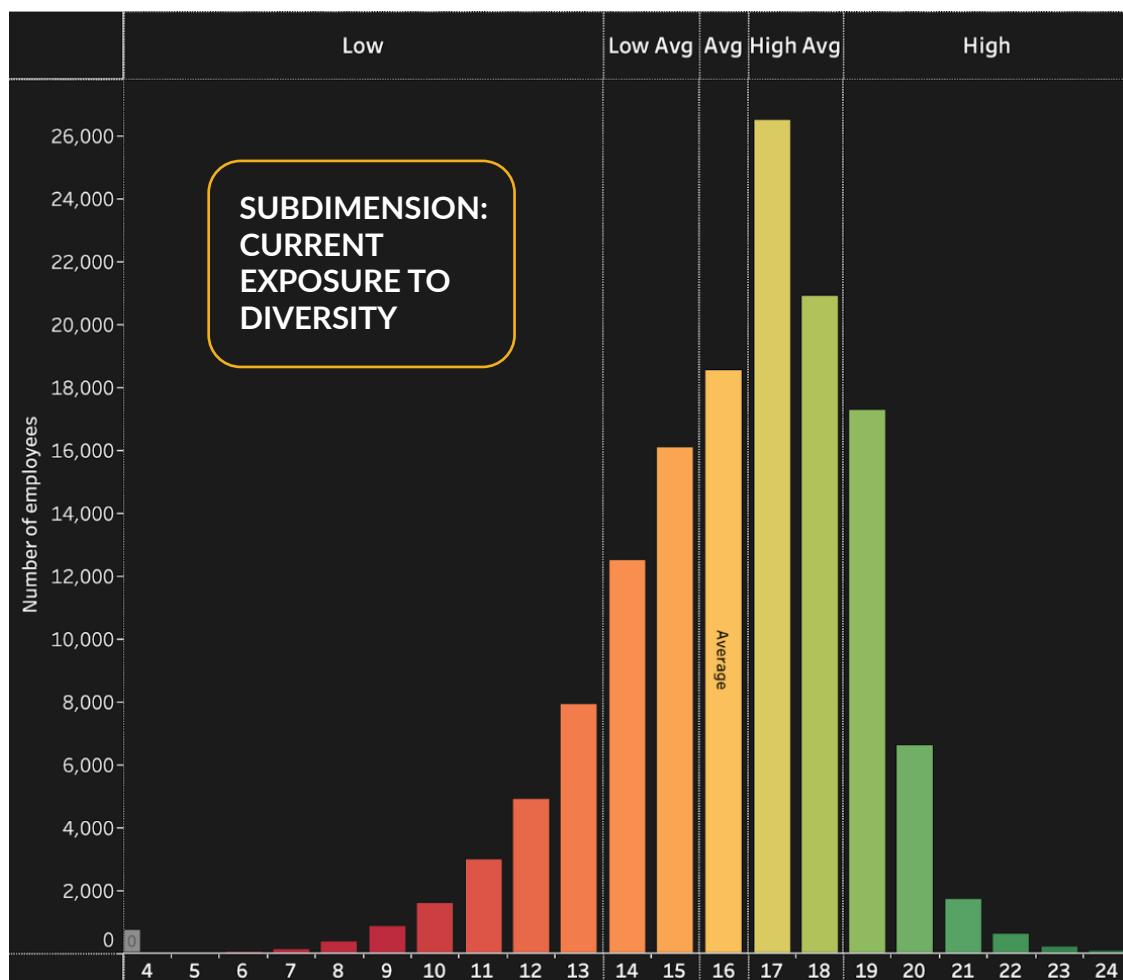


CHART 20. DISTRIBUTION OF SCORES: CURRENT EXPOSURE TO DIVERSITY SUBDIMENSION

PAST EXPOSURE TO DIVERSITY

In contrast, Past Exposure to Diversity is more evenly distributed, suggesting that most respondents currently find themselves in more diverse environments than the environments in which they were raised. In addition to the naturally increasing exposure to diversity that many people experience as they enter the workforce, the global nature of the survey may also reflect trends in globalization over the past few decades as more culturally homogeneous countries have increased exposure to global diversity.

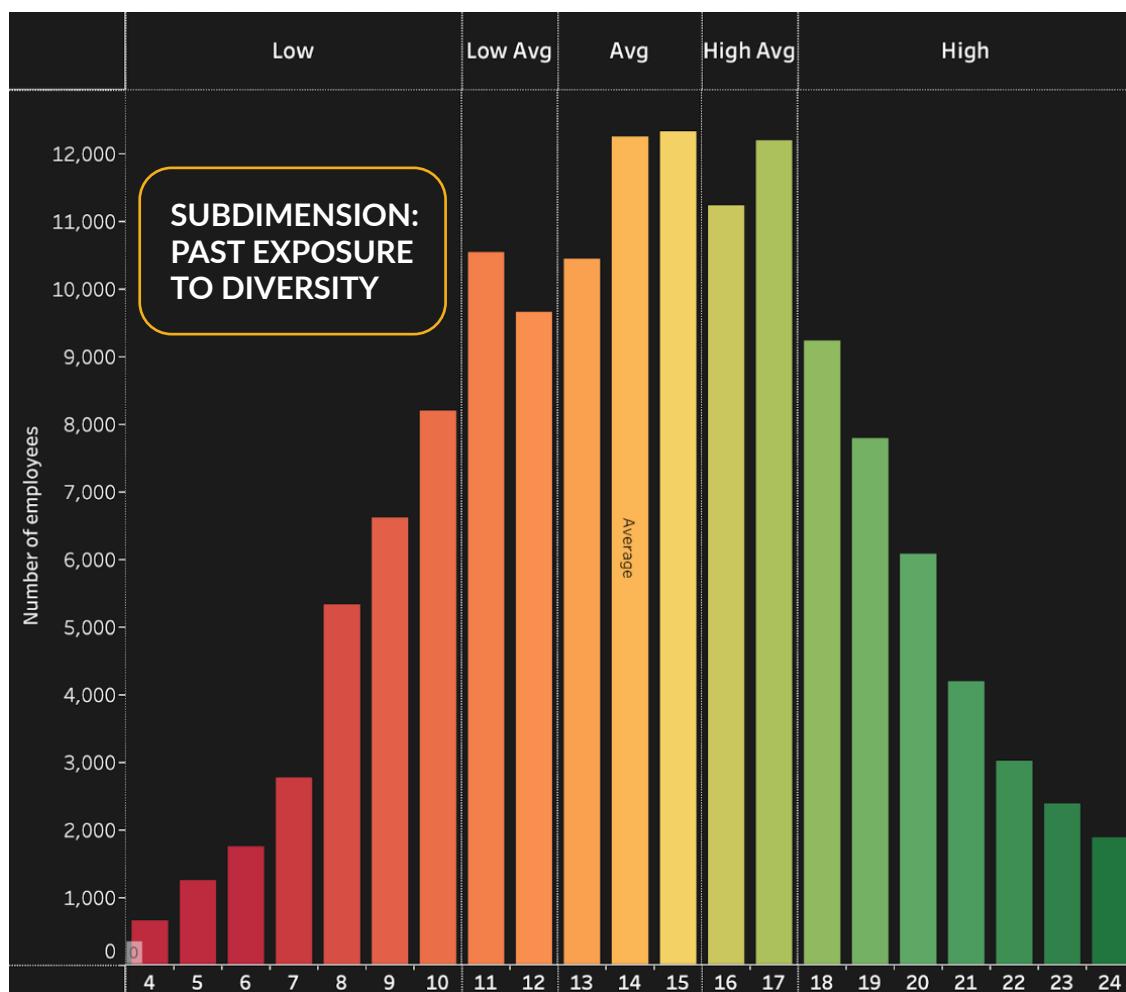


CHART 21. DISTRIBUTION OF SCORES: PAST EXPOSURE TO DIVERSITY SUBDIMENSION

Sector/Industry Analysis

EXPOSURE TO DIVERSITY DIMENSION

KEY HIGHLIGHTS: EXPOSURE TO DIVERSITY

- ✓ There are certain sectors that seem more likely to have greater exposure to diversity in their workplace and/or come from more diverse regions. This may be related to the type of work conducted and/or the location these services are provided
- ✓ Communication Services, Consumer Discretionary, and Education/Non-Profit scored high in their Exposure to Diversity. Interestingly, those currently in Communication Services had significantly higher Past Exposure to Diversity compared to other sectors, with only slightly higher than average scores for Current Exposure to Diversity.
- ✓ The Education/Non-Profit sector stands out as having higher than average scores in both Past and Current Exposure to Diversity.
- ✓ Materials and Industrials scored much lower in this dimension.

Differences by Sector | Dimension: Exposure to Diversity | Total Employees: 139,051

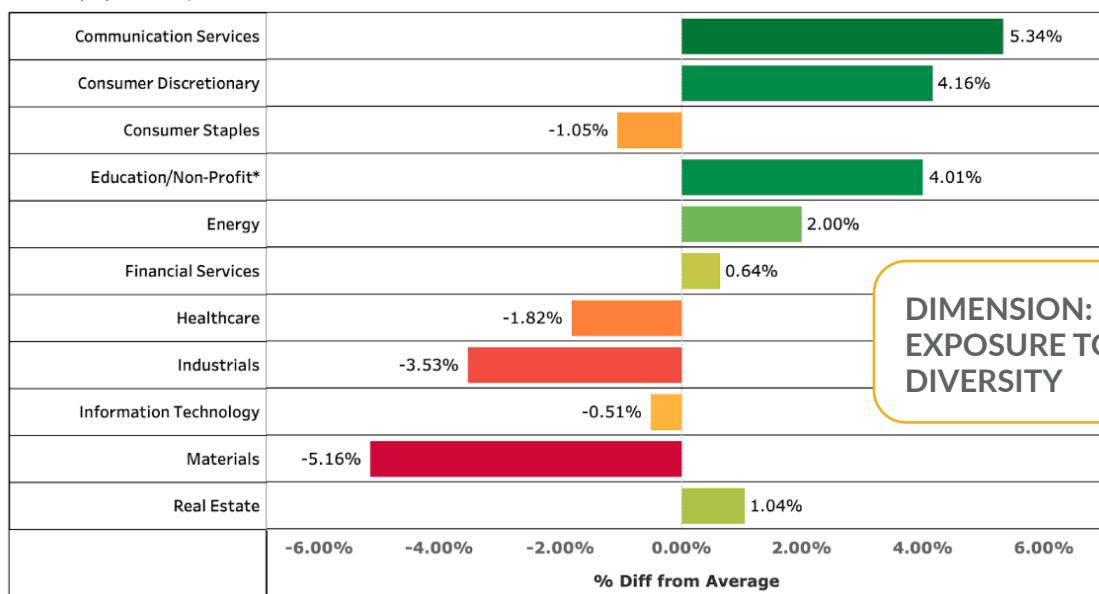


CHART 22: SECTOR BENCHMARKING: EXPOSURE TO DIVERSITY OVERALL

PHONE: +1 212-691-8900 | EMAIL: INFO@RW-3.COM | ONLINE: WWW.RW-3.COM

Sector/Industry Analysis

EXPOSURE TO DIVERSITY SUBDIMENSIONS

Dimension: Exposure to Diversity | Subdimension: Current Exposure to Diversity | Total Employees: 139,051

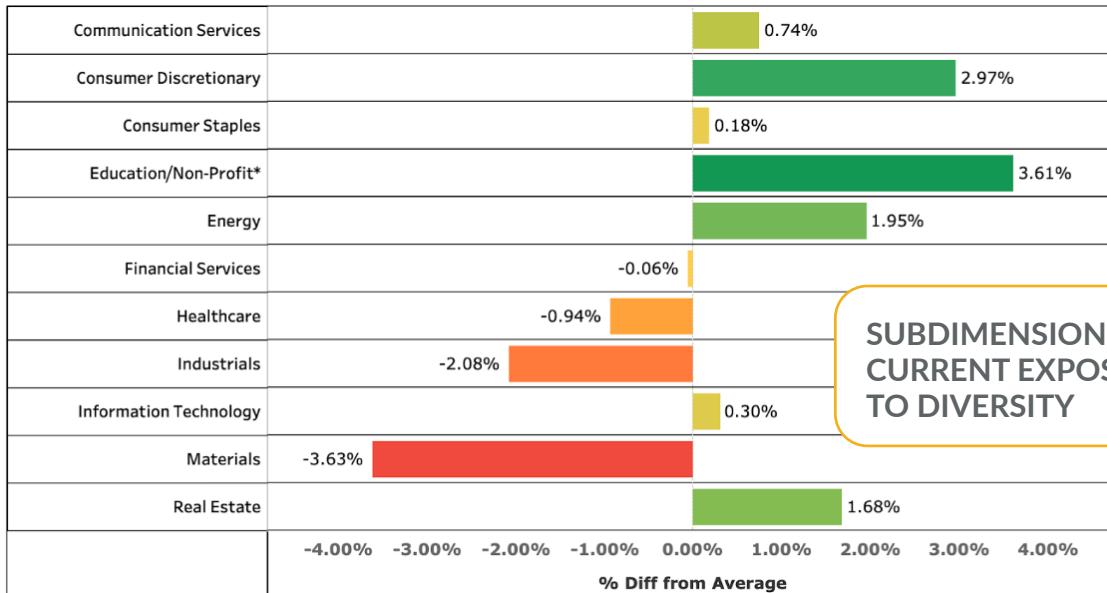


CHART 23: SECTOR BENCHMARKING: CURRENT EXPOSURE TO DIVERSITY SUBDIMENSION

CURRENT EXPOSURE TO DIVERSITY

Respondents working in the Education/Non-Profit and Consumer

Discretionary sectors reported the highest rates of exposure to diversity in their current personal and work environments. The Consumer Discretionary sector includes businesses that span many industries, such as automotive, lodging/hospitality, consumable goods and other services. It is possible that the higher scores in this area may be reflective of the wide consumer audience that this sector delivers its goods and services to.

Materials, and to a lesser degree, Industrials, stand out as sectors that have the least amount of opportunity to have exposure to diversity in their current environments.

Differences by Sector | Dimension: Inclusive Behaviors | Subdimension: Intercultural Skills | Total Employees: 139,051

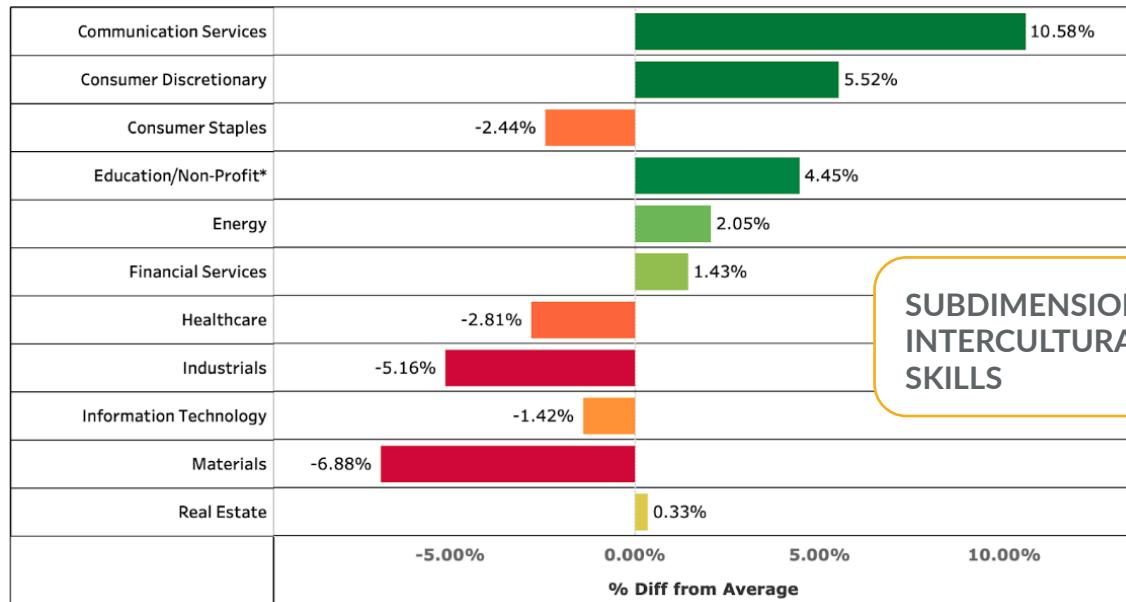


CHART 24: SECTOR BENCHMARKING: INTERCULTURAL SKILLS SUBDIMENSION

PAST EXPOSURE TO DIVERSITY

Communication Services, Consumer Discretionary, and Education/Non-Profit reported the highest scores for the Past Exposure to Diversity subdimension.

Many individuals with high Past Exposure to Diversity also found themselves in industries and/or current environments that are also rich in diversity (Consumer Discretionary and Education/Non-Profit). One thing that stands out is how significantly high the respondents from Communication Services sectors report their past exposure to diversity, but these early experiences do not necessarily translate to their current environments, which only fell in the slightly high average range for Current Exposure.

Geographic Analysis

EXPOSURE TO DIVERSITY DIMENSION

Geographic Analysis | Dimension: Exposure to Diversity | Total Employees: 62,917

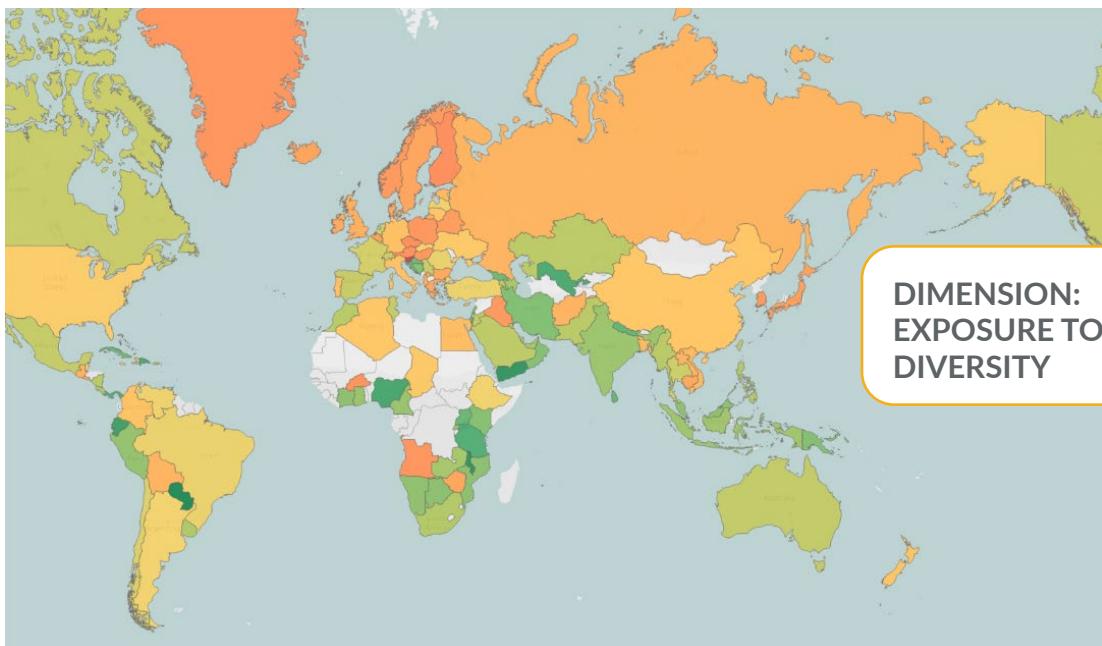


CHART 25: GEOGRAPHIC HEAT MAP: EXPOSURE TO DIVERSITY OVERALL

EXPOSURE TO DIVERSITY OVERALL

Malaysia and India had the highest scores in the Dimension of Exposure to Diversity. Upon closer examination, these higher scores were more pronounced with past exposure than current exposure, however, these two countries still performed equally high across the two subdimensions. Morocco and South Africa also had higher scores in this subdimension.

Countries such as Austria, Czech Republic, Poland, Hungary and Norway had the lowest scores across this dimension, as did South Korea and Japan. Potential reasons for these differences will be explored further in future reports.

Geographic Analysis

EXPOSURE TO DIVERSITY SUBDIMENSIONS

Dimension: Exposure to Diversity | Subdimension: Current Exposure to Diversity | Total Employees: 62,917

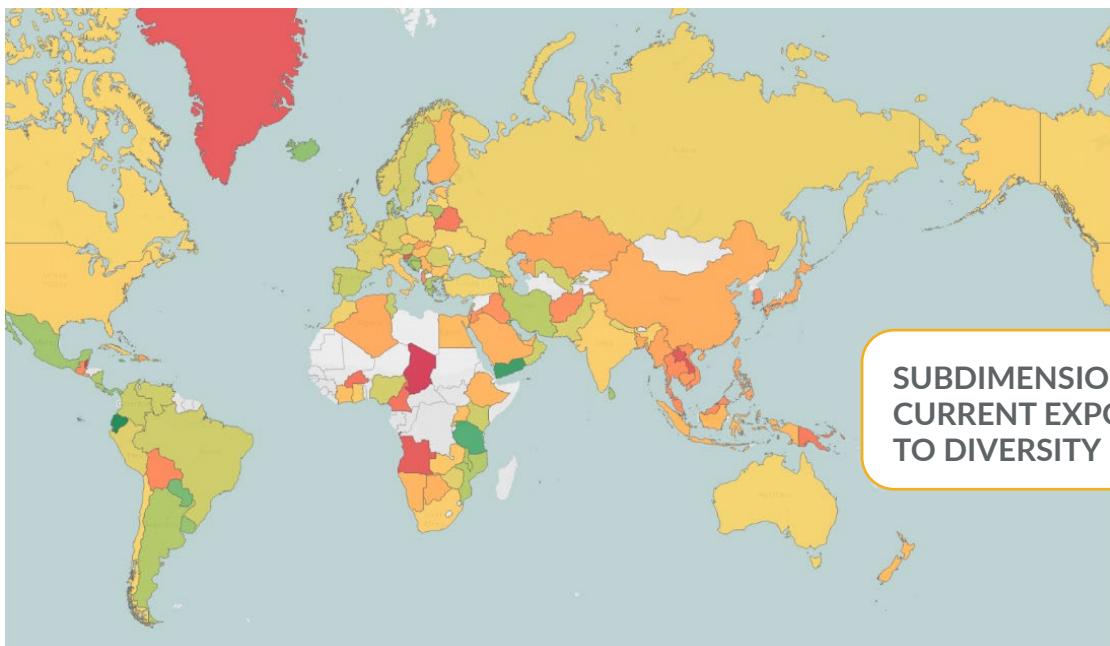


CHART 26: GEOGRAPHIC HEAT MAP: EXPOSURE TO DIVERSITY SUBDIMENSIONS

CURRENT EXPOSURE TO DIVERSITY

Current exposure should be reflective of a respondent's current environment, whether in their current location, personal life or work experiences. Countries reporting the highest scores in this area included China, Malaysia, South Africa, India, and Australia. Other countries reporting a significantly high amount of contact with those who have different backgrounds include Mexico, Australia, Canada, Turkey, Netherlands, France, Switzerland, Spain and Morocco. For respondents with limited exposure to diversity in their immediate environment, the most significant lower scores were found in Austria, Czech Republic, Hungary, and Belgium.



CHART 27: GEOGRAPHIC HEAT MAP: EXPOSURE TO DIVERSITY SUBDIMENSIONS

PAST EXPOSURE TO DIVERSITY

There are interesting changes that occur in our heat map for countries that fall in the significant ends of the spectrum for Past Exposure to Diversity. It should be noted again that discrepancies in how respondents indicated their country information may play a role in the results. Respondents indicating high levels of exposure to diversity during their childhood and adolescence were found most significantly in Malaysia, India, Morocco, and South Africa. There were some countries, most notably China, with significantly lower scores in past exposure that stand out as having much higher current exposure to diversity, which again may indicate changes in life and work experience, but may also reflect the increasing globalization of the past few decades.

Overview

The Cognitive Flexibility dimension includes 12 items across two subdimensions that assess common forms of bias, and how much one can challenge assumptions and be more open and flexible in their thinking.

Our brains have adapted to a complex world by processing information as efficiently as possible. As a result, we are constantly making unconscious mental shortcuts to filter through relevant information. These test items not only assess the presence of common forms of biases, but also aim to understand the degree to which individuals can challenge assumptions and be flexible in their thinking.

Our life experiences, sociopolitical, cultural environment, values, attitudes shape how we attend to, process, and understand information. Based on brain science and cognitive theory,⁵ our thoughts can heavily influence how we feel (emotionally and physiologically) and behave in certain situations.

The GIC's Flexible Thinking subdimension offers users insight into common thinking traps (also known as forms of bias or cognitive distortions) to which they may be more susceptible, or conversely, more resistant. For example, many of us are prone to attribute our actions to external causes or situational factors ("I missed the team meeting because my computer was malfunctioning."), while attributing the behavior of others to internal causes or personal factors ("My boss missed my big presentation because he doesn't care about this project."). Another psychological phenomenon that occurs in groups is the natural desire for conformity, which unfortunately can result in irrational or poor decision-making. The tendency for individuals to prefer others who are similar to them in some significant way has also been well-established.



FIGURE 03: FLEXIBLE THINKING

Our ability to think about our thinking (metacognition) is what sets humans apart from other species and allows us to evolve and thrive over time. On the other hand, negative experiences can also lead to harmful attitudes towards others and ourselves. The Bias Awareness subdimension assess mainstream attitudes or stereotypes that affect our thoughts, feelings, and behaviors towards others, based on visible or known characteristics. Acting on negative attitudes and stereotypes contributes to the engagement in microaggressions, or even prejudiced or discriminatory behaviors.

Fortunately, the more we develop awareness for the way we think about ourselves, others, and our complex world, the more we can engage in practices to slow down our thinking (using the pause-reflect model), to reengage more purposeful, higher order thinking (over reactive, survival-based thinking). By challenging some of these assumptions or biased forms of thinking, we can strengthen our cognitive flexibility skills to engage in more inclusive behaviors and practices. These practices can transcend beyond an individual level of impact and empower entire teams, organizations, sectors, and even cultural communities to treat others with dignity and respect.

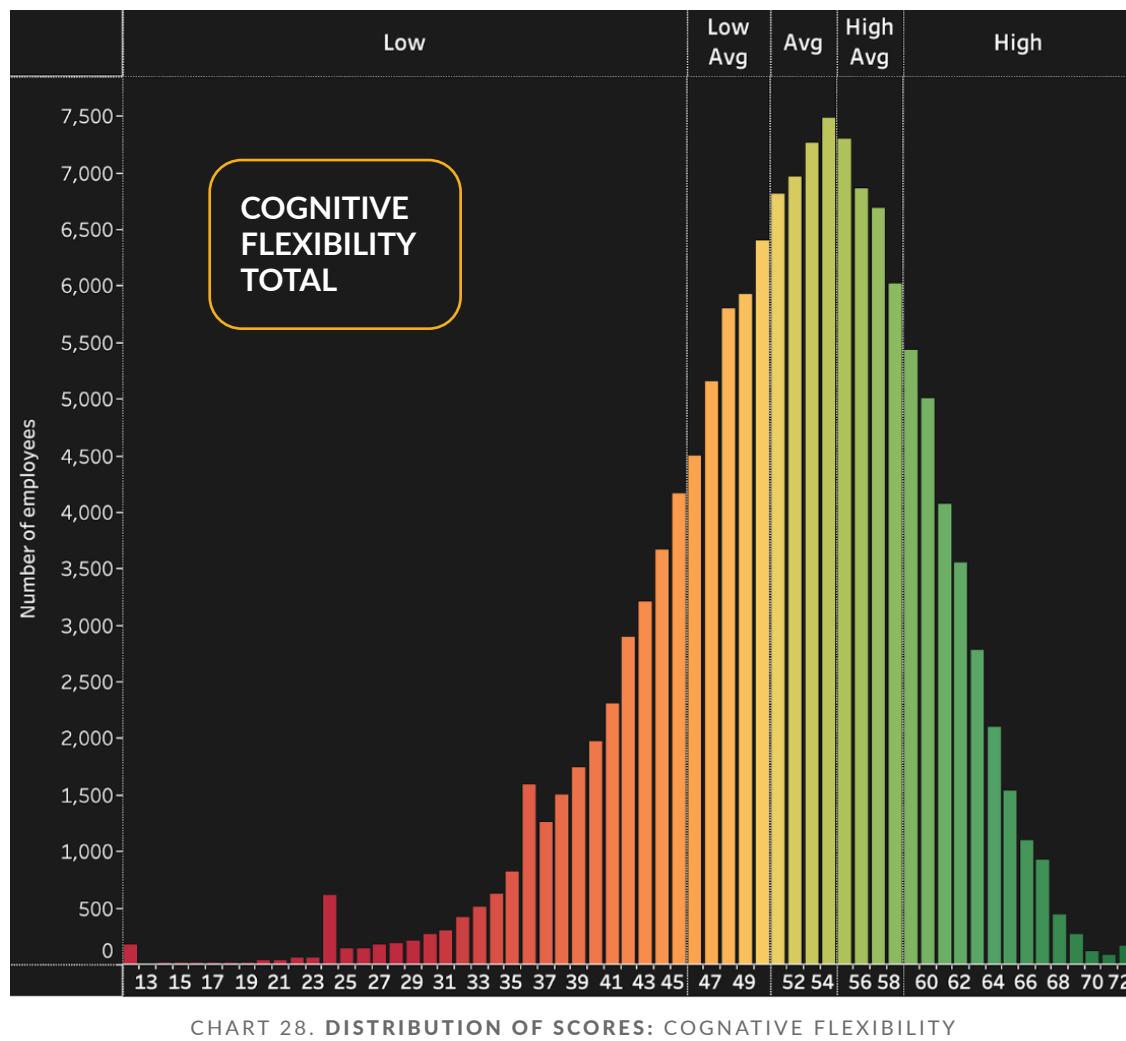
MAIN DIMENSION	DESCRIPTION	ITEMS
Cognitive Flexibility	Assesses common forms of bias, and how much one can challenge assumptions and be more open and flexible in their thinking	12
SUBDIMENSIONS		
Bias Awareness	Ability to challenge commonly held assumptions, stereotypes and biases about diverse groups of people	07
Flexible Thinking	How open and flexible one's thinking is in response to a range of commonly held biases and distortions	05

TABLE 03: COGNITIVE FLEXIBILITY

Distribution & Statistical Analysis

COGNITIVE FLEXIBILITY DIMENSION

The general distribution of scores for Cognitive Flexibility during this review period follows a similar normal curve to the other dimensions. Overall, the largest proportion of respondents tended to score within the low average to high average range. Yet, when analyzing subdimensions scores, we noticed very different trends in response.



Distribution & Statistical Analysis COGNITIVE FLEXIBILITY SUBDIMENSIONS

BIAS AWARENESS

Overall, most respondents demonstrated high awareness for typical negative, erroneous stereotypes and assumptions. Efforts to promote more inclusive and culturally respectful practices, including DEI-related training, may contribute to respondents being able to resist endorsing common explicit biases. It is also possible that heightened general awareness of these common biases leads to positive impression management, i.e. choosing the socially acceptable response when one's personal opinion may differ from the accepted norm.

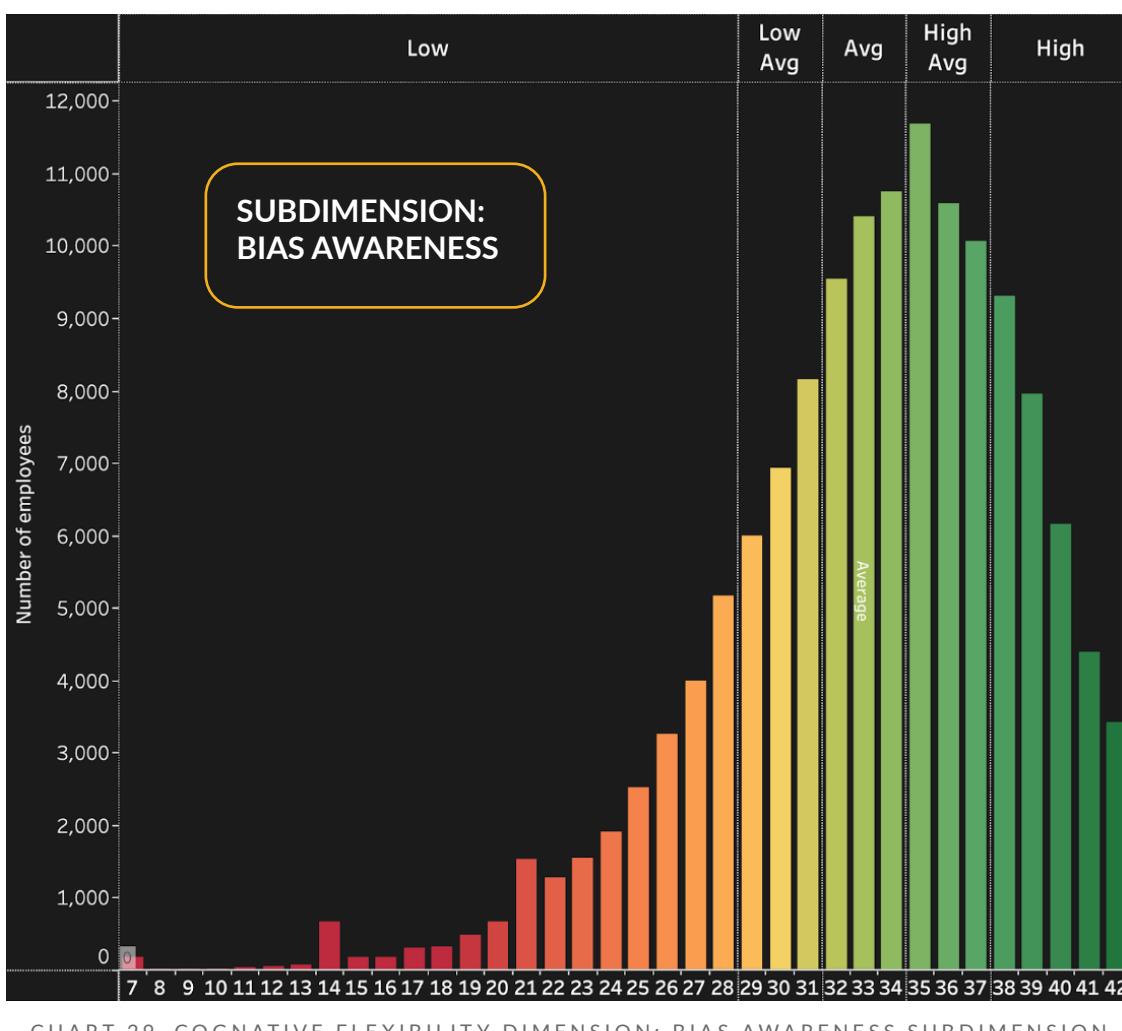


CHART 29. COGNITIVE FLEXIBILITY DIMENSION: BIAS AWARENESS SUBDIMENSION

FLEXIBLE THINKING

The Flexible Thinking subdimension follows a more normal distribution. Raters demonstrated a tendency to choose mid-range response options, rather than the extremes on most of the items. A hallmark of flexible thinking is maintaining a balanced perspective, recognizing there are multiple perspectives and coming to conclusions with sometimes contradictory information. Extreme responses, manifested by a strong positive or negative endorsement, are counterintuitive to the spirit of balanced and flexible thinking. Unlike the other subdimensions, where responses in a specific direction correlate with more inclusive behaviors and practices, these items invite users to think about commonly held biases and take a more balanced approach, which should ideally lead to a more neutral score in the middle of the scoring range.

Furthermore, when answering certain assessment questions, individuals may recall and evaluate specific situations and experiences. If a recent situation triggers a salient memory or emotional response, it may drive an equally strong endorsement to these items, that overlooks more commonly occurring, neutral situations. This recollection could potentially skew one's immediate response.

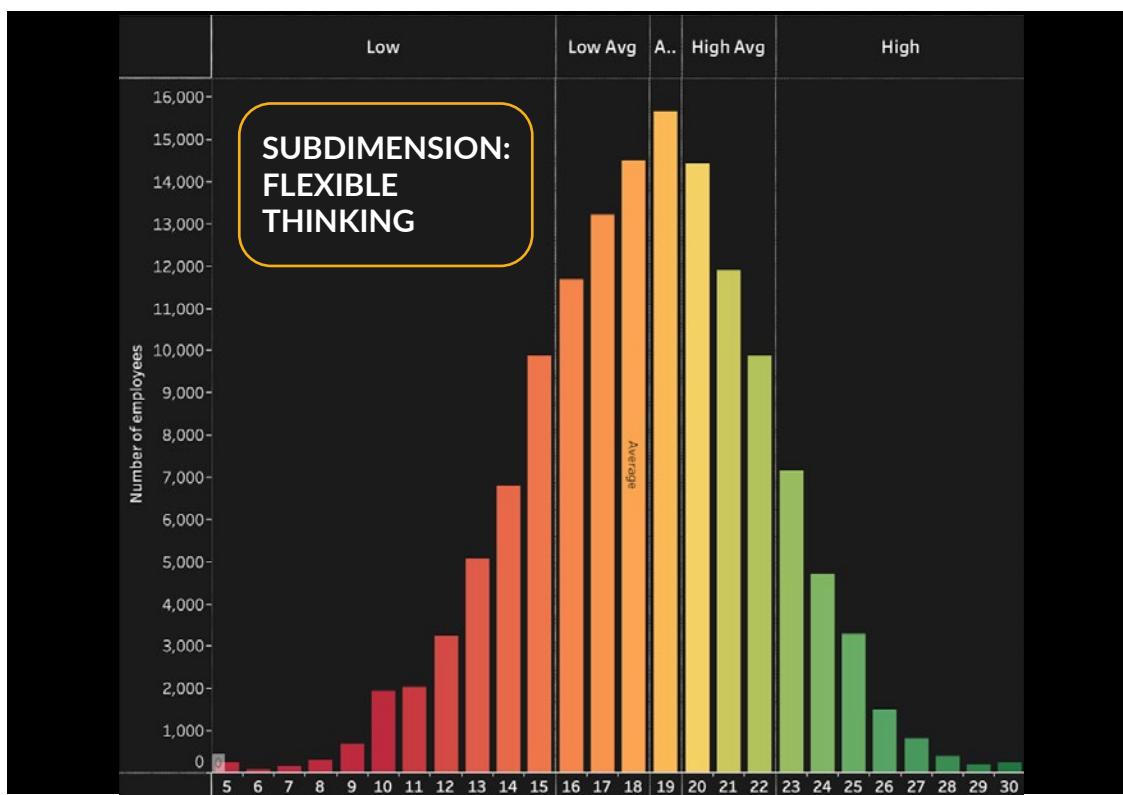


CHART 30. COGNITIVE FLEXIBILITY DIMENSION: FLEXIBLE THINKING SUBDIMENSION

Sector/Industry Analysis OVERALL

KEY HIGHLIGHTS: COGNITIVE FLEXIBILITY

- ✓ There are 4 sectors that stand out from the rest in their Cognitive Flexibility dimension scores.
- ✓ Energy and Financial Services scored uncharacteristically low scores in this dimension.
- ✓ Communication Services and Consumer Staples had significantly high scores in this dimension. The Education/Non-Profit industry presented with moderately higher-than-average high scores as well, related to their significantly high scores in Bias Awareness.

Differences by Sector | Dimension: Cognitive Flexibility | Total Employees: 139,051

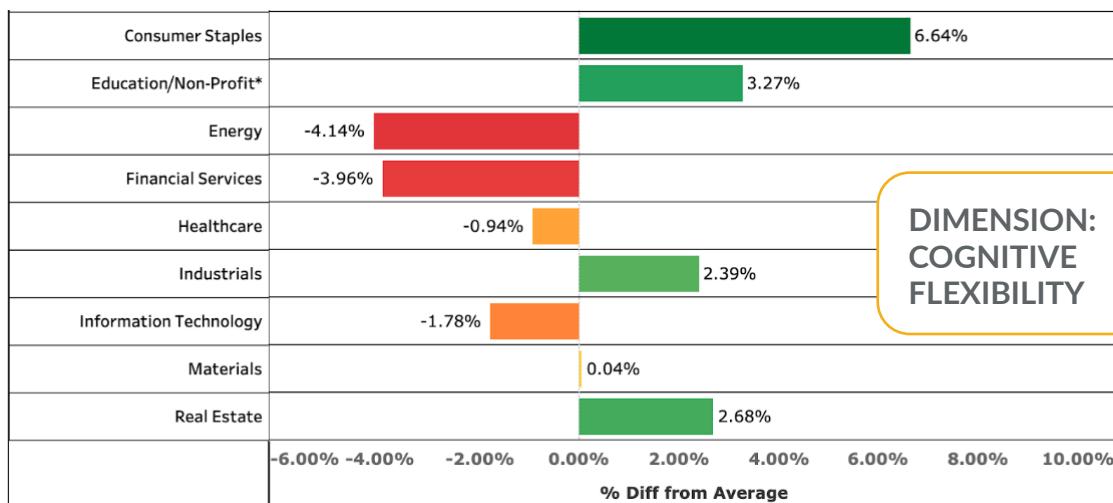


CHART 31: SECTOR BENCHMARKING: COGNITIVE FLEXIBILITY OVERALL

COGNITIVE FLEXIBILITY OVERALL

The overall findings for the Cognitive Flexibility dimension indicated a wide range in scores across sectors. For example, the average score for individuals in the Energy and Financial Services fields were approximately 4% lower than the global average for all sectors, while the Communication Services sectors scored almost 9% higher than the global average—a range of approximately 13%.

PHONE: +1 212-691-8900 | EMAIL: INFO@RW-3.COM | ONLINE: WWW.RW-3.COM

Sector/Industry Analysis

COGNITIVE FLEXIBILITY SUBDIMENSIONS

Dimension: Cognitive Flexibility | Subdimension: Bias Awareness | Total Employees: 139,051

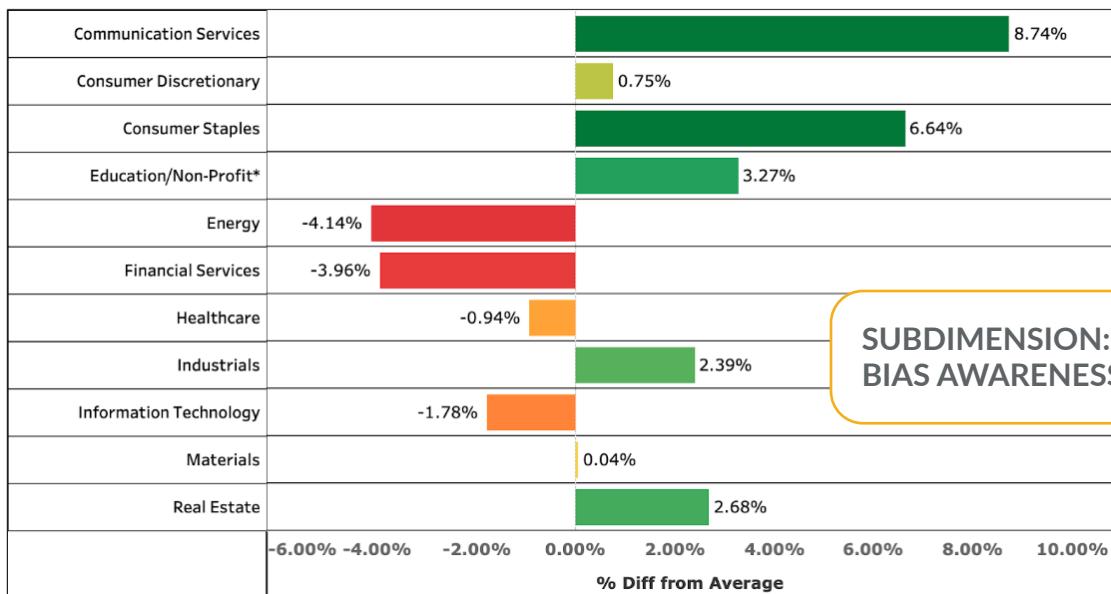


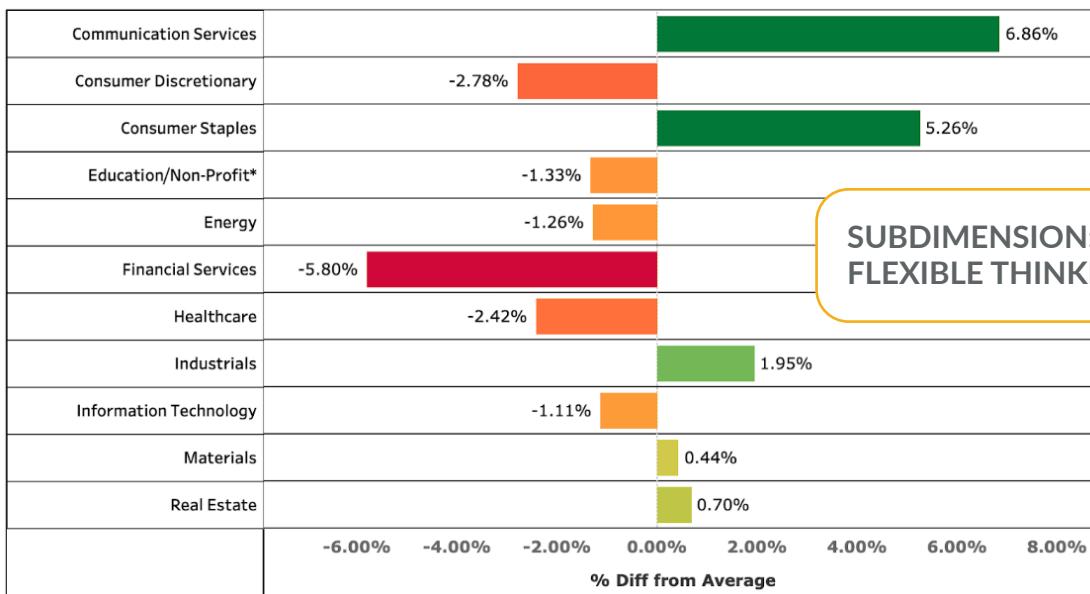
CHART 32: SECTOR BENCHMARKING: BIAS AWARENESS SUBDIMENSION

BIAS AWARENESS

When it comes to challenging commonly held assumptions and biases, employees representing **Communication Services, Consumer Staples, and Education/Non-profit** outperform other sectors. Rejecting negative beliefs and harmful stereotypes across all levels of an organization can create a welcoming and inclusive environment for those who may identify with a target or underrepresented group. It can also increase recruitment and retention of individuals from more representative backgrounds. It is possible that these significantly high scores indicate organizational cultures that value flexible perspective-taking, that they offer increased opportunities for DEI training, and/or that these organizations have more diversity in the workforce.

The Energy sector had the lowest scores on this subdimension. Further research will examine how demographic, regional, and job level factors contribute to these scores.

Dimension: Cognitive Flexibility | Subdimension: Flexible Thinking | Total Employees: 139,051



**SUBDIMENSION:
FLEXIBLE THINKING**

CHART 33: SECTOR BENCHMARKING: FLEXIBLE THINKING SUBDIMENSION

FLEXIBLE THINKING

As previously mentioned, the interpretation for significantly high and low scores in the Flexible Thinking subdimension may require more advanced evaluation. Companies from Communication Services and Consumer Staples again scored more highly on this dimension, and thinking flexibly is an identified strength for those employed within these industries.

However, scores this high may be indicative of workplace behaviors that can consequently impact efficiency and/or team cohesion. Given the level of consumer interfacing common to these sectors, they may also be savvy at identifying items reflective of cognitive biases, and therefore they may be responding with the most “socially acceptable” response.

Individuals from the Financial Services sector obtained significantly lower scores in Flexible Thinking compared to respondents representing other sectors.

Geographic Analysis COGNITIVE FLEXIBILITY DIMENSION

Geographic Anlaysis | Dimension:Cognitive Flexibility | Total Employees: 62,917

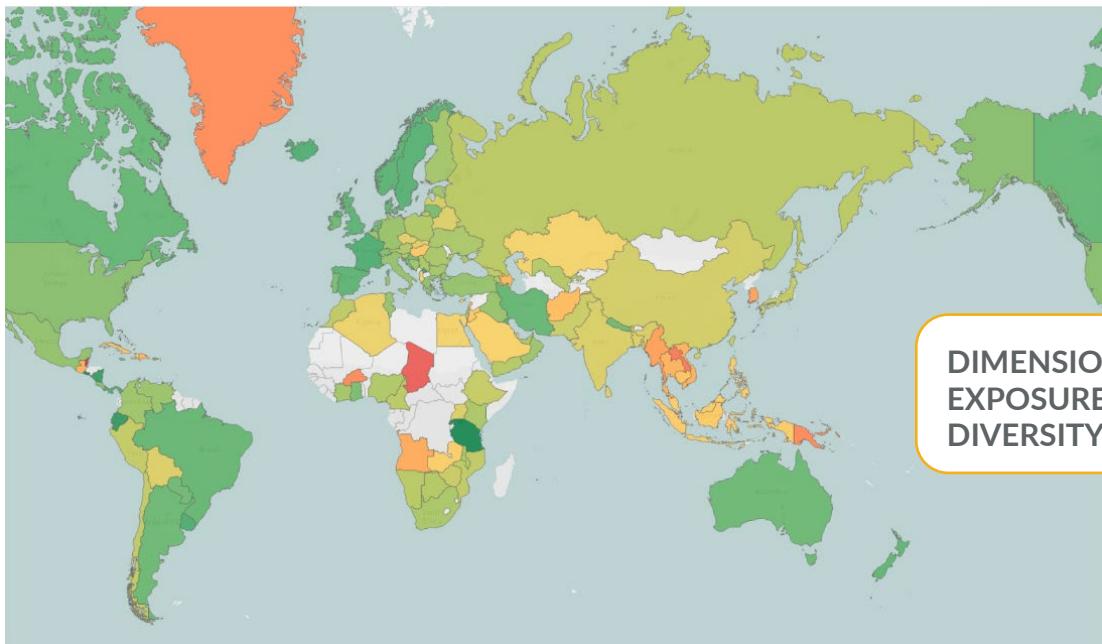


CHART 34: GEOGRAPHIC HEAT MAP: COGNITIVE FLEXIBILITY OVERALL

COGNITIVE FLEXIBILITY OVERALL

Looking at global trends in the Cognitive Flexibility dimension reveals interesting patterns of geographic differences. France, Sweden, Norway, Spain, and the United Kingdom demonstrated the highest patterns of Cognitive Flexibility. Meanwhile, Asian and Southeast Asian countries tended to fall on the lower side of the scale, such as South Korea, Thailand, and Malaysia. It is interesting to note that some of the countries that outperformed others in terms of their exposure to diversity, also had lower scores on flexible thinking. Out of the European countries, both Hungary and the Czech Republic also demonstrated lower scores for cognitive flexibility than other countries.

Geographic Analysis

COGNITIVE FLEXIBILITY SUBDIMENSIONS

Geographic Analysis | Dimension: Cognitive Flexibility | Subdimension: Bias Awareness | Total Employees: 62,917

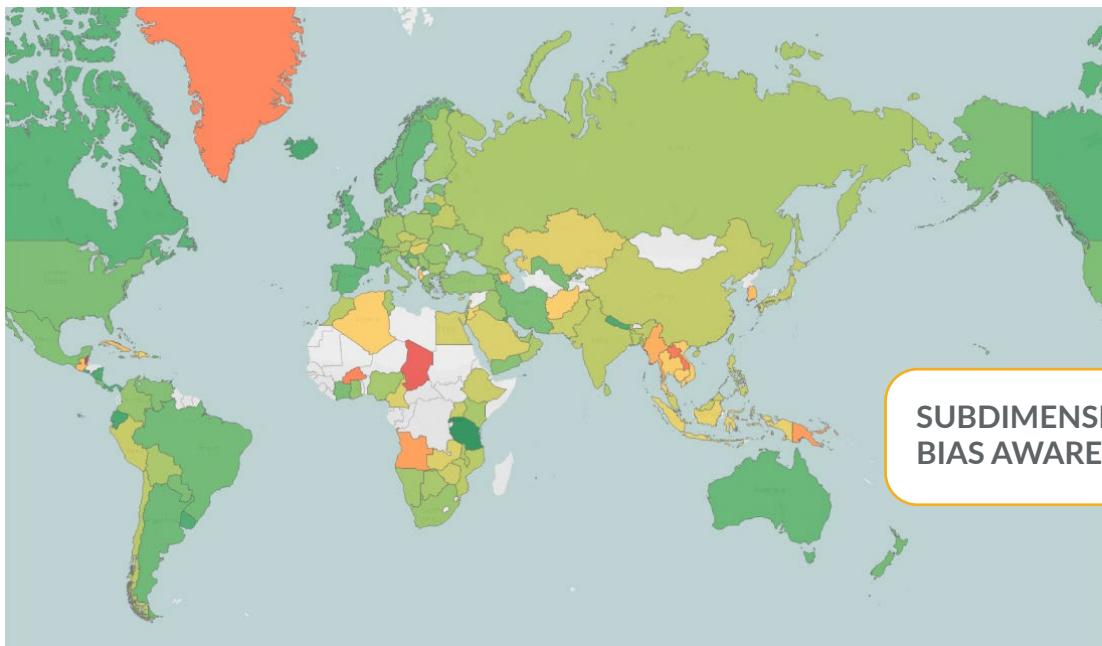


CHART 35: GEOGRAPHIC HEAT MAP: BIAS AWARENESS SUBDIMENSION

BIAS AWARENESS

As described in detail above, the Bias Awareness subdimension addresses common forms of bias across different aspects of diversity. Respondents from Western countries tended to demonstrate a higher awareness for and rejection of common forms of explicit bias. Leaders in this area included Canada, Australia, Sweden and Spain. Some Asian and Southeast Asian countries performed in the lower range, with South Korea, Thailand, Malaysia, China and India having a lower distribution of scores.

PHONE: +1 212-691-8900 | EMAIL: INFO@RW-3.COM | ONLINE: WWW.RW-3.COM

Geographic Analysis | Dimension: Cognitive Flexibility | Subdimension: Flexible Thinking | Total Employees: 62,917

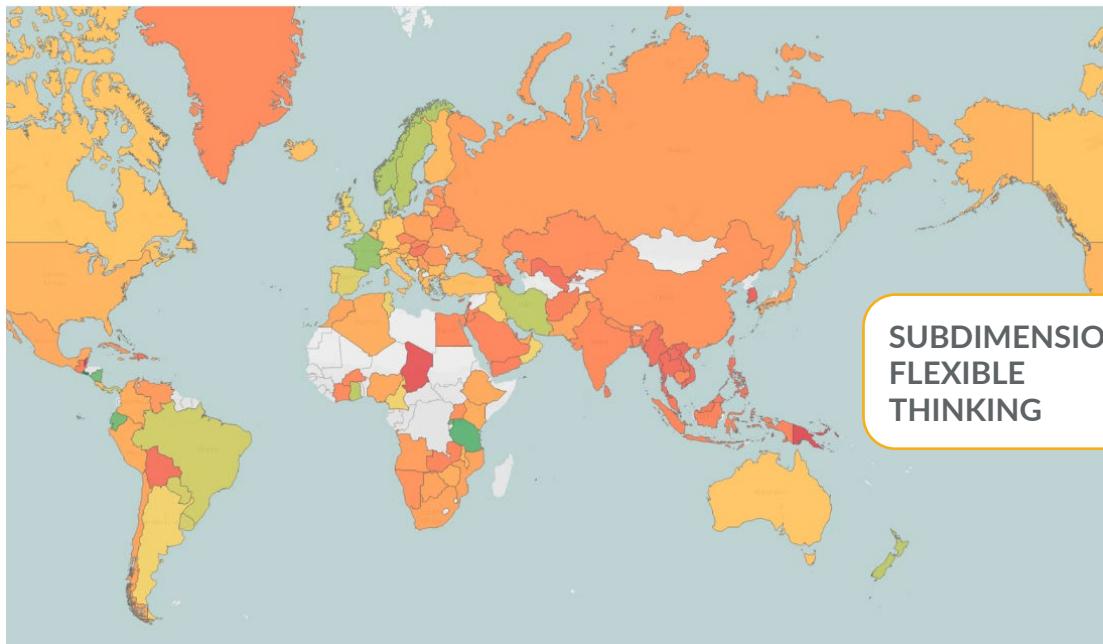


CHART 36: GEOGRAPHIC HEAT MAP: FLEXIBLE THINKING SUBDIMENSION

FLEXIBLE THINKING

As previously mentioned, **Flexible Thinking** is a subdimension that may require careful interpretation of significantly high scores. In some respects, demonstrating true cognitive flexibility would be present in scores that fall in the high average range, rather than the significantly high range. Countries in the high average range were commonly represented in this analysis, similar to how the distribution fell heavily in the center across sectors. France and Brazil emerged with the highest scores. Significantly low scores would be problematic because this would reflect less flexible thinking and endorsing common cognitive biases that can lead to ill-informed decision-making. Countries that held the lowest scores occurred in South Korea, Thailand, Malaysia, and India.

Several areas for further research have been identified in the preceding sections. These include the impact of culture on inclusive behavior, the organizational and sector dynamics that may impact inclusivity, and further research into the specific assessment items driving these results.

In the 2024 Index report, we will share results from this further research, benchmarks updated for the new respondent population and insights into how inclusion impacts business results like employee engagement, retention and innovation.



LEARN MORE

Get additional information about this report, or learn how RW3 CultureWizard can provide insights and impact for your inclusive workplace.



CONTACT US

Jorge Vargas Managing Director
info@rw-3.com



VISIT ONLINE

RW3 CultureWizard
<https://www.rw-3.com>

RW3 culturewizard™

Today's workforce faces a complex world where people work across distances with people that have different cultural values, styles, and behaviors—often remotely. RW3 CultureWizard prepares them to excel in that world. Since 2001, we have helped our clients to create inclusive work environments and to prepare their people to be productive, effective, and engaged no matter where they are.

Drawing upon real-world scenarios, we customize immediately actionable tactical business applications. At the same time, we provide the most comprehensive digital library of global skill-building tools, integrated on-demand courses, assessments, and learning games guided by instructors both virtually and in-person.

PHONE: +1 212-691-8900 | EMAIL: INFO@RW-3.COM | ONLINE: [WWW.RW-3.COM](https://www.rw-3.com)

¹ Fall 2022 Fortune and Deloitte CEO Survey <https://www2.deloitte.com/us/en/pages/chief-executive-officer/articles/ceo-survey.html>

.....

² Dr. Carlina Wheeler is a clinical psychologist at University of California, Davis. The RW3 Content Research and Development team is led by **Sean Dubberke**, Director of Learning at RW3 LLC and **Charlene Solomon**, President of RW3 LLC

.....

³ Plaks, J. E., Levy, S. R., & Dweck, C. S. (2009). Lay theories of personality: Cornerstones of meaning in social cognition. **Social and Personality Psychology Compass**, 3(6), 1069–1081. <https://doi.org/10.1111/j.1751-9004.2009.00222.x>

.....

⁴ Allport, G.W. (1954). The nature of prejudice. Cambridge/Reading, MA: Addison-Wesley.

.....

⁵ Beck, A.T. (1976). Cognitive therapy and the emotional disorders. New York: International Universities Press.