



# Inclusive Future

Measuring Inclusion and  
Inclusive Leadership for  
Accelerated Impact

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# Executive Summary



# Executive Summary

Based on the core components of inclusion and accounting for the influence of macro trends of the last two years, this final report of Inclusive Future presents the results of Part III focusing on measuring inclusion and inclusive leadership for accelerated impact.

Key to measuring inclusion and inclusive leadership is that, on the one hand, the results are analyzed with the necessary intersections and that, on the other, the tools and methods implemented facilitate a cultural change within organizations.

Accordingly, this report presents a mix of methods and tools to achieve this, from quantitative to qualitative, including standard questions, adaptable nudges, and appropriate ways to analyze the results. Implementing standardized measures allows the tracking of progress over time, while open and adaptable approaches allow for grasping new and emerging issues that might slip past standardized measures but are key to get a clear sense of employees' experiences of inclusion – as well as barriers to it.

As a new tool, developed in this project, we introduce an *Inclusion* Net Promoter Score (iNPS). Even though Net Promoter Scores have their strengths and weaknesses, they are used in many corporations across the globe. The iNPS is a one-item barometer to assess whether employees would recommend an organization as an inclusive employer to members of underrepresented groups. In collaboration with IMD, as we write this paper, PMI is using it to run a test survey, the results of this will be discussed in a subsequent paper.

This final report condenses the findings in a proposed timeline that positions the various tools into a coherent picture. Key to all these methods is that the information gathered is acted upon. The insights need to be translated to improve inclusive systems and processes in order to create inclusive pluralistic organizations in which individuals from all walks of life feel that they belong and where they can bring in their unique perspectives and authentic self, where they are safe to speak up without fear of retribution, where they can participate, and are treated fairly.





# Introduction



# Introduction

“What gets measured gets done”:<sup>1</sup> measuring inclusion and inclusive leadership is not an end in itself; when collected and analyzed properly, the results offer unique insights into transforming an organization and fostering inclusion and inclusive leadership throughout. Hence, key to measuring inclusion and inclusive leadership is that, on the one hand, the results are analyzed with the necessary intersections and that, on the other, the tools and methods implemented facilitate a cultural change within organizations. This final report of the Inclusive Future research project provides fresh insights on such tools and methods.

These insights are based on the extensive research of Parts I and II. Part I set the stage by defining the core components of inclusion:

- belongingness, authenticity, and uniqueness as personal aspects
- participation and fairness as organizational components
- psychological safety, taking a middle ground position in providing an environment that allows individuals to speak up freely without fear of retribution
- as individuals from all walks of life should feel included, diversity is also key to definitions of inclusion

as can be seen in the figure below.



*Components of Inclusion*

Part I established inclusive leadership as a key driver to create environments where employees from all walks of life can thrive. Inclusive leadership comprises both individual behavior that enacts and role-models inclusivity as well as strategic leadership to set an inclusive organizational framework. The basic definition developed in Inclusive Future sees inclusive leadership as a form of leadership that fosters participation with an explicit focus on diversity to include people from all walks of life. This implies that inclusive leadership means to balance belongingness and uniqueness.

To assess if and how the socioeconomic trends of the last two years influenced inclusion, Part II looked at the impact of recent global social movements, such as Black Lives Matter (BLM) and #MeToo as well as socioeconomic inequalities as highlighted and exacerbated through Covid-19, coupled with two trends: Millennials in management positions and Gen Z entering the labor market, as well as the acceleration of technological transformation. The call for visibility of underrepresented groups (BLM, #MeToo) indicate that organizations, going forward, need to focus on uniqueness to account for the unique intersectional experiences of employees, e.g. of Black women, an intersection of race and gender. At the same time, social justice calls demonstrate that fairness and equity need to be measured and addressed as well. The increased emphasis on the latter component is new and warrants noting. To foster a climate where

everyone can speak up, psychological safety is needed to provide a fertile environment in which to address complicated and sensitive subjects, such as patriarchy and toxic masculinity raised by #MeToo and Black Lives Matter's calls to overcome systemic racism and white privilege.

These macro trends and disruptions also have an impact on inclusive leadership. On the individual level, social movements and socioeconomic inequalities call for focusing on listening with humility and crediting input from underrepresented groups. Acting as their visible ally and vocal advocate, employees at all levels should educate themselves on the issues raised. At the team level, inclusive leadership should be understood as a collective process where everyone is able to speak up to establish an inclusive culture. As organizations are increasingly scrutinized, fact-checked, and held accountable, inclusive leadership at the organizational level means to take a stand – also in potentially heated debates – and back this up with broad and sustainable systems and processes to help organizations becoming themselves visible allies.

In conclusion, a comprehensive approach is needed that adapts a current view on inclusive leadership and addresses inclusion in terms of uniqueness, fairness/equity, and psychological safety, and also takes belongingness, participation, and authenticity into account, as the graph below demonstrates.



## Millennials and Gen Z as accelerators

- support social movements
- purpose and making a difference in society
- affinity to EI&D

### #MeToo

- Visibility to sexual harassment and sexism
- Power inequalities at the workplace
- Intersectionality
- **Patriarchy**
- **Toxic masculinity**

### Black Lives Matter

- Visibility to police violence
- Demands for racial justice
- Intersectionality
- Global phenomenon calling for local actions
- **Systemic racism**
- **White privilege**

### Socioeconomic inequalities

- So far mostly absent from EI&D focus
- Organizations as drivers and those that can act on it
- **Reproduction of socioeconomic inequalities**

### Social movements and socioeconomic influence

### COVID-19 as unforeseeable disruptor

- Impacts demographic groups unequally - at work and on the labor market
- Accelerates digitalization (inclusive hybrid work)
- Great Resignation and new focus on work-life balance and purpose

## Technological Transformation as accelerator

- global spread of #activism
- employee activism
- digitalization of work

*The changing framework for inclusion and inclusive leadership – comprehensive view*

## Millennials and Gen Z as accelerators

- support social movements    - purpose and making a difference in society    - affinity to EI&D

Inclusion	Inclusive leadership	
<p><b>Uniqueness</b></p> <ul style="list-style-type: none"> <li>• Visibility</li> <li>• Intersectional experiences</li> <li>• Adding socioeconomic background to diversity</li> </ul>	<p><b>Humble, educated listeners</b></p> <ul style="list-style-type: none"> <li>• Listening with humility</li> <li>• Active advocates</li> <li>• Crediting input from underrepresented colleagues</li> <li>• Educate themselves</li> </ul>	Individual
<p><b>Psychological safety</b></p> <ul style="list-style-type: none"> <li>• Creating an environment where it is safe to speak up</li> <li>• Discuss toxic masculinity, systemic racism, white privilege</li> </ul>	<p><b>It as collective process</b></p> <ul style="list-style-type: none"> <li>• Create inclusive culture</li> <li>• Everyone can take leadership on inclusion</li> <li>• Everyone is safe to call out micro-inequities</li> <li>• Everyone contributes to an inclusive culture</li> </ul>	Team
<p><b>Fairness &amp; equity</b></p> <ul style="list-style-type: none"> <li>• Addressing calls for justice</li> <li>• Addressing systemic power inequalities</li> <li>• Inclusion for all - not only those with talent or high potential</li> </ul>	<p><b>Take a stand and back it up</b></p> <ul style="list-style-type: none"> <li>• In potentially dichotomized debates</li> <li>• Reflecting that organizations are increasingly scrutinized, fact-checked and held accountable</li> </ul>	Organization
<p><b>Participation</b></p>		
<p><b>Authenticity</b></p>		
<p><b>Belongingness</b></p>		

Inclusive Future

## Technological Transformation as accelerator

- global spread of #activism    - employee activism    - digitalization of work

Against this backdrop, this final report addresses the question how to measure inclusion and inclusive leadership in order to achieve a cultural change by removing exclusionary practices, embracing the complexities of toxic masculinity and white privilege, ableism, and socioeconomic inequalities toward an open and pluralistic\* organizational culture where everyone can thrive regardless of their background. Such an open and pluralistic organizational culture increases an organization's resilience and prepares it to proactively navigate similarly disruptive periods as we have experienced since 2020 – and which we will most likely face again in the future.

Hence, the research in *Inclusive Future* has shown that organizations need to maintain a constant “pulse” on both society and the mindset of all their employees to create an inclusive environment, foster inclusive leadership as well as to protect their brand. To do so, reliability on data is key. Therefore, impactful and reliable ways to measure inclusion and its progress are needed to continue to build an inclusive environment for all constituents.

As Part I has shown, there is now “gold standard” for measuring inclusion. While many organizations have been relying on inclusion indices for decades, academic scales provide validated scores based on a multitude of questions. However, many corporations shy away from applying too many surveys to avoid survey fatigue.

Accordingly, this final report proposes a mix of methods and tools to obtain comprehensive insights on inclusion and inclusive leadership, from quantitative to qualitative, including standard questions, adaptable nudges, and appropriate ways to analyze the results.

\* pluralistic organizational culture

to illustrate diversity, a famous picture is to characterize it as inviting people to the party

inclusion is then inviting everyone to dance

and a pluralistic culture is one where everyone can participate in choosing the music that is played

Implementing standardized measures allows the tracking of progress over time, while open and adaptable approaches allow the grasping of new and emerging issues that might slip past standardized measures but are key to get a clear sense of employees' experiences of inclusion and barriers to it. Indeed, with inclusion being a complex issue, it warrants granularity in its measuring to induce culture change.



Accordingly, the proposed “menu” contains:

- a core set of standardized questions to measure results over time
- qualitative and quantitative methods and tools to gain varied types of insights
- recommendations about inclusion nudges to spur behavioral change
- tools that focus on measuring inclusive leadership alone as well as those that are embedded in other metrics
- an exploration of the evolution of AI approach

The quantitative methods presented span one-item nudges, a one-item Inclusion Net Promoter Score (iNPS), an inclusion index with 6–10 questions as well as in-depth EI&D surveys with up to 50 items. The approaches with only one question can, accordingly, be part of short pulse surveys that do not necessarily have to relate to EI&D; for example the iNPS could be sent out together with surveys on health and safety or knowledge and innovation. While inclusion nudges can be prompted on employees’ screens on a regular basis, an inclusion index is generally part of an annual employee engagement survey.

To accelerate culture change, it is best advised that the results obtained through the above methods are shared openly and transparently within the organization – as research indicates transparency is one leverage for changing behaviors; it equally makes a clear connection between daily actions and their impact on EI&D goals (Chilazi & Bohnet, 2020). This means that sharing the results of inclusion metrics with a broad internal audience

spurs behavioral changes as well as increases the credibility of EI&D efforts; it also allows employees from underrepresented groups to have a stake in this endeavor. The case insights presented in Part I have shown that companies like Microsoft, BP, and Nike publicly share their overall score of the inclusion index. BP, in addition, also shares the results for each one of the eight questions as well as scores for specific demographic splits that are below the average.

On the following pages this “menu” and its varied content is explored in detail. In addition, case insights from Barilla and ABB show additional good practice approaches to measuring inclusion. The cases for this part were selected to complete the picture provided by the cases in Part I. Accordingly, with Barilla they cover a company that uses a bi-annual diversity and inclusion survey with 70+ questions and ABB compiles an inclusion index out of a standardized employee engagement survey.

The appendix provides background information on the Inclusion Net Promoter Score that, as we write this report, is being tested by PMI in collaboration with IMD – the results of it will be discussed in a separate paper. Key goal would be to validate the benefits of an iNPS to understand how to position it within the context of measuring inclusion and inclusive leadership.

In addition, the appendix also covers a list of more than 130 questions collected and reviewed in the course of Inclusive Future.

Core set:  
standardized  
tools to  
measure  
inclusion  
over time





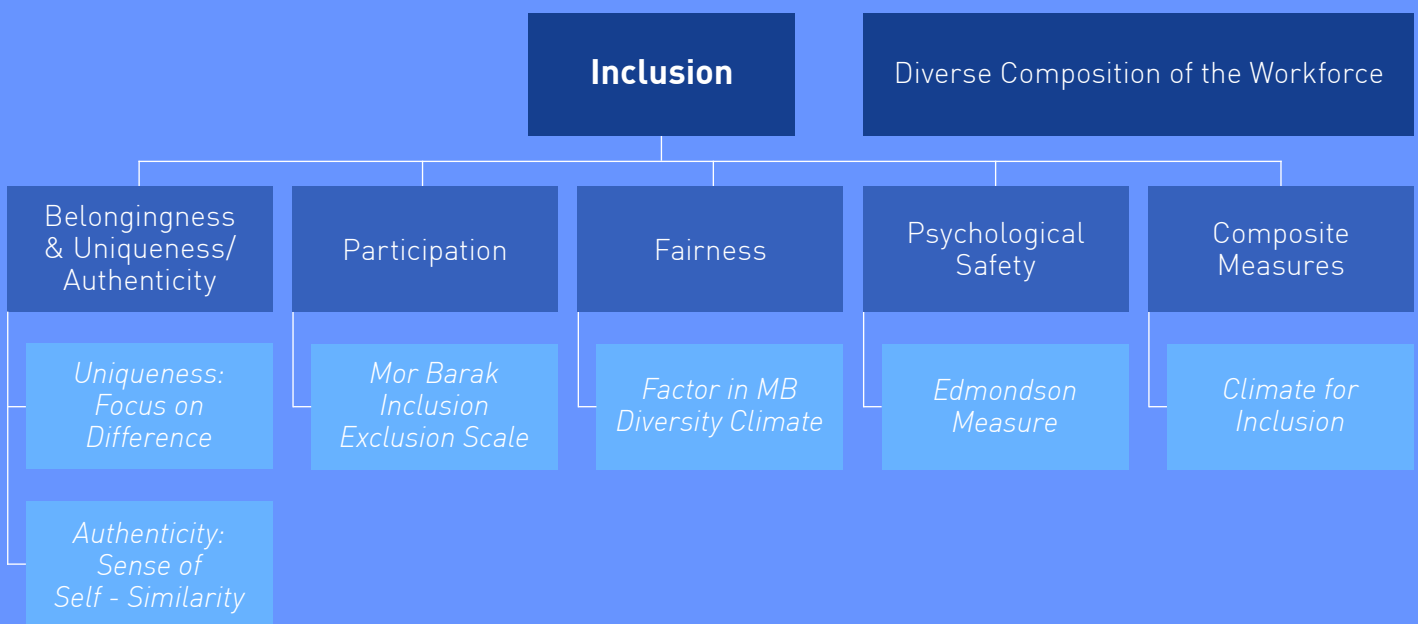


In-depth and  
dedicated  
D&I  
quantitative  
surveys



# In-depth and dedicated D&I quantitative surveys

Aside from running a yearly or bi-yearly inclusion index and regular iNPSs, another opportunity to obtain insights is available: The in-depth and dedicated D&I survey. This survey, usually composed of 20–50 questions, is fully dedicated to inclusion and its components. It uses the perspective of validated scales (see graph on the next page as well as Part I for more details) and also requires self-identification and intersectional analysis to provide insightful and actionable results.



Acknowledging that organizations wish to avoid “over-surveying” their employees, to obtain in-depth EI&D data, detailed quantitative surveys can be implemented with longer intervals, for instance every two or three years. Again, maintaining the same questions will allow for data comparison over time. In-depth EI&D surveys can also be used to get to know why specific regions and/or functions show lower scores on specific inclusion components so as to identify key challenges and develop tailored policies, and improve systems and processes. For instance, in regions/functions with below-average scores on the inclusion index, in-depth surveys could

be used to delve into the reasons why employees feel less included.

**Advantages:** In-depth insight building on existing inclusion index questions; offers even more actionable data.

**Disadvantages:** Costly to run in addition to other surveys; needs positioning with other employees’ surveys; needs to be carefully selected and designed to reflect today’s inclusion components; results cannot be compared to industry or other organizations; is subject to appropriate analysis.





# Focus on inclusive leadership









# Self- identification and intersectional analyses









# Inclusion nudges









# Qualitative approaches



# Qualitative approaches

To complement quantitative methods (inclusion index and the iNPS), further insights can be gained using qualitative methods. These include, based on best practices:

- designing dedicated focus group discussions
- creating theme-specific lunch and learn sessions (also referred to as “brown bag” sessions)
- and attendance at and interactions with ERGs

to gather additional insights.

In a psychologically safe environment coupled with inclusive leadership, the individual perception of inclusion can also be qualitatively assessed in appraisal and feedback conversations, offering an ongoing “pulse” between managers and *all* employees.

**Advantages:** Rich insights with pulse on topics not on the radar; only indicative information, but when collected properly extremely insightful (especially with quotes); touches the heart (emotion); can provide tangible examples to tackle and improve.

**Disadvantages:** May be interpreted with biases by a majority group; results may be subject to “explaining away” (dismissing) information; is only indicative; requires a systematic approach to be useful; data needs to be collected regularly to provide a meaningful larger picture.



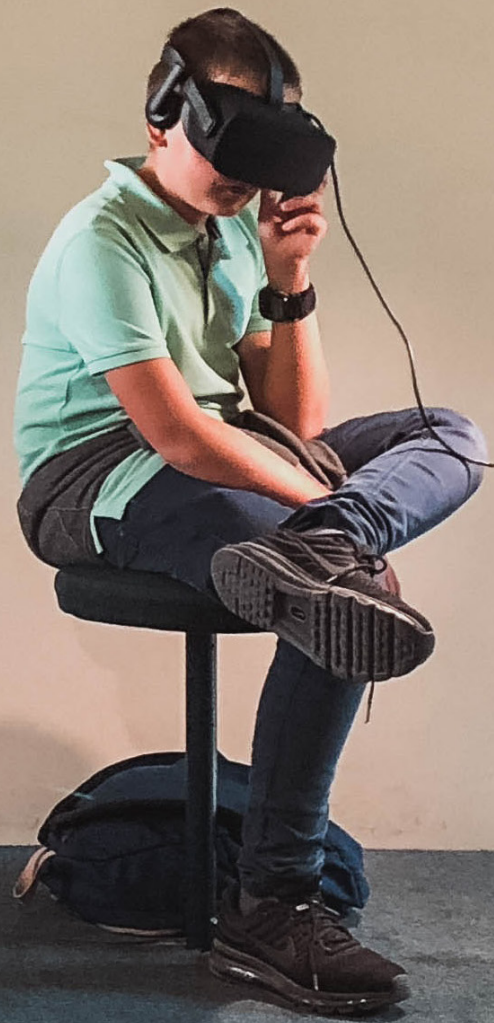




# Artificial intelligence solutions







# Conclusion





# Conclusion

The tremendous changes we witnessed since 2020 are prompting organizations to update their inclusion measures to reflect these new circumstances and create pluralistic organizational cultures, i.e. inclusive environments, that value difference. Based on the findings of Part I and Part II, this final report presented a comprehensive “menu” of tools to measure inclusion and inclusive leadership.

The menu assembles established approaches like the inclusion index used as good practice in many leading organizations and discusses its components against the backdrop of current challenges. As discussed in detail in Part I, inclusion indices consist of single questions covering several components of inclusion and inclusive leadership, which makes a comparison or even benchmarking impossible. Similarly, data on reliability and validity is scarce, but internal evaluations can ensure that they correlate with other engagement metrics – or even with validated scores, as established in the academic literature. Part of the menu presented in this final report are in-depth inclusion surveys that can rely on these metrics. In addition, inclusion nudges are presented as a particular tool focusing on influencing behavior.

As a new tool, Inclusive Future introduces an Inclusion Net Promotor Score (iNPS) that shifts the focus from asking employees about their individual perception, as in inclusion indices, toward asking whether employees would recommend an employer as an inclusive organization for friends and colleagues from underrepresented groups. This new perspective allows to round off the picture and the results of the test survey will give further insights on its usage in the proposed “menu”. While we write this report, PMI is testing this tool in cooperation with IMD: the results will be discussed in an additional paper.

Key to all these tools is the intersectional analysis of their results to get an in-depth insight into how specific demographic groups feel included. As employees from all walks of life should feel

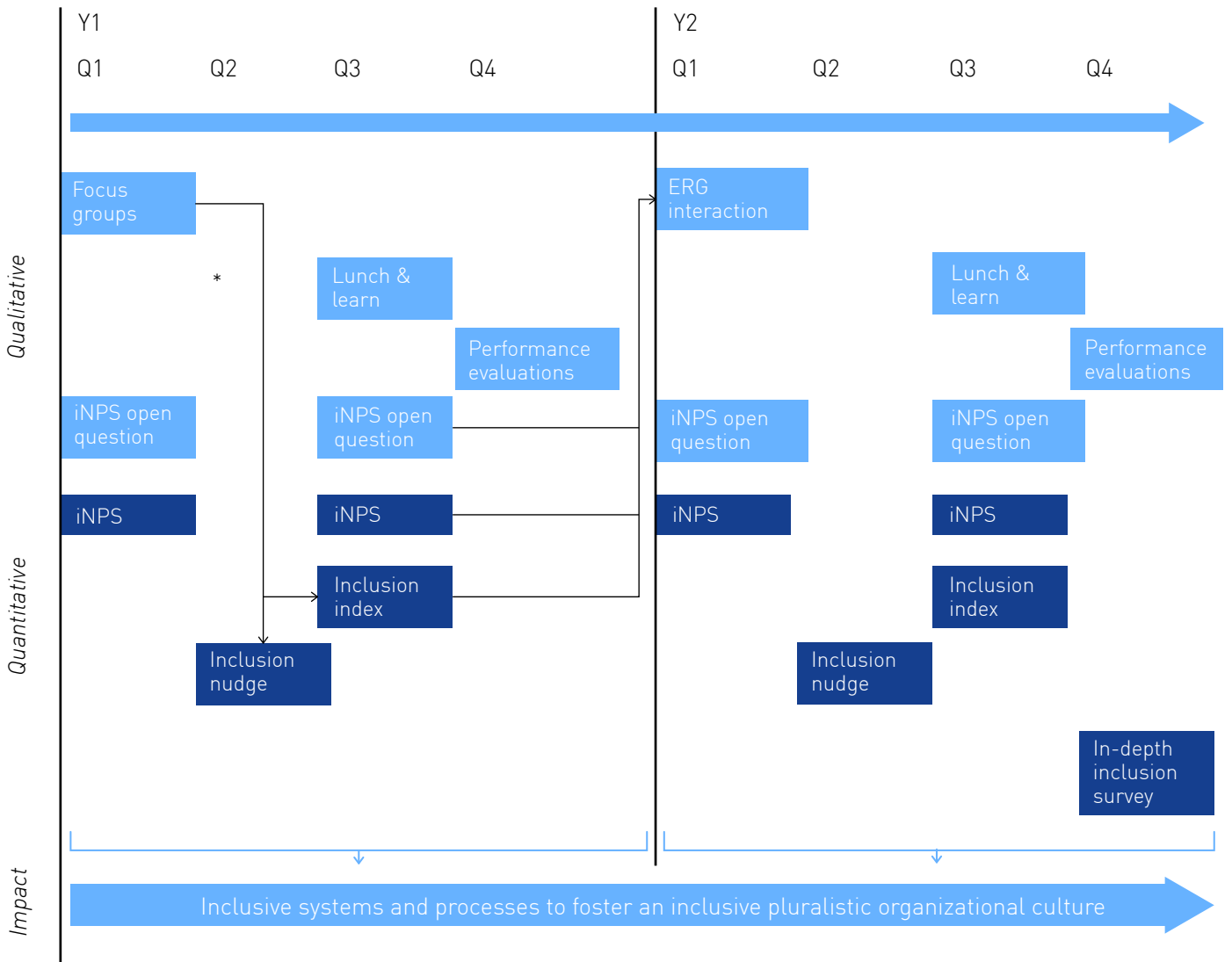
included, a high average score might only mean that a homogenous majority enjoys this, while members of underrepresented groups do not share this perception.

In addition to the quantitative approaches, qualitative methods should also be used – in particular to gain insights that cannot be grasped using standardized questions. The graph below summarizes the proposed menu in a timeline.

We conclude that the basis of a comprehensive approach to measuring inclusion is:

- An – updated – annual inclusion index that should cover all six core components of inclusion analyzed through an intersectional lens to account for diversity. A core set of questions allows for measuring progress over time to give a comprehensive view of employees’ perception of inclusion.
- The newly developed iNPS can be used to take a pulse at shorter intervals; accompanied by an open question the iNPS allows, moreover, to gain insights into why employees would promote the organization as inclusive or why they refrain from it.
- Inclusion nudges can also be used at shorter intervals to spur behavioral change.
- Qualitative methods complete the menu. They allow to gain in-depth insights, which can also be used to improve the quantitative approaches, as the illustrative arrow depicts.

Key to all these methods is that the information gathered is acted upon: The insights need to be translated in improving inclusive systems and processes in order to create inclusive pluralistic organizations in which individuals from all walks of life feel that they belong and where they can bring in their unique perspectives and authentic self, where they are safe to speak up without fear of retribution, where they can participate and are treated fairly and reach their full potential.



\*illustrative arrows depict how the results of focus groups can be used to launch targeted inclusion nudges and adapt the inclusion index – results later discussed with ERGs

Overview of quantitative and qualitative inclusion measures

	Quantitative	Qualitative
Individual	<ul style="list-style-type: none"> <li>- Inclusion index</li> <li>- Dedicated D&amp;I survey</li> <li>- iNPS</li> <li>- Data mining</li> </ul>	<ul style="list-style-type: none"> <li>- Performance evaluations with manager</li> <li>- Year-round conversations with manager</li> </ul>
Manager / Inclusive leadership		<ul style="list-style-type: none"> <li>- Year-round conversations with manager</li> <li>- 360° feedback</li> </ul>
Team / Work group		<ul style="list-style-type: none"> <li>- Performance evaluations</li> <li>- Year-round conversations, round tables with ERGs</li> <li>- Lunch and learn/brown bag</li> </ul>
Organization		<ul style="list-style-type: none"> <li>- ERG attendance and leadership</li> <li>- Dedicated focus groups</li> </ul>

# Case Insights



# 1 Barilla

Barilla launched its diversity and inclusion initiative in 2012 when CEO Claudio Colzani joined from Unilever, with a reputational crisis in 2013 catalyzing this process. Measuring D&I started in 2014 in cooperation with Korn Ferry. Barilla rolled out an employee survey with 70+ questions in selected markets and specific plants, and in 2017 it started to survey all employees in all locations in both office and plant jobs. After doing this twice, it decided for the 2021 survey to roll out a set of self-identification questions. They include:

- gender: male/female and other options including non-binary
- race/ethnicity: in the US based on the census categories, outside the US whether one belongs to an ethnic/racial minority
- disability: based on the UN definition with a follow-up question whether the person is out about it at the workplace
- LGBTQ+: asking whether the employee identifies as member of the LGBTQ+ community, which community, and where they are open about it (work, home, etc)
- care-giving: with sub questions on whom one has to care for
- religion: including all major religions and the options atheist/agnostic

In addition, the self-identification part has an option, “prefer not to say”, to track how many employees do not feel comfortable sharing the information on the various dimensions. The self-identification questions are rolled out in all regions, because Barilla does not operate in countries where, e.g. identifying as part of the LGBTQ+ community is illegal.

Currently Barilla has two surveys, the complete one with 70+ diversity and inclusion questions sent out to office workers and a selection of 16 questions sent out to plant workers. For the latter, those with an email address receive an online survey (e.g. in the US), in some plants they provide online kiosks and individual survey codes to participate, while in others they distribute paper questionnaires. The survey is available in 10 languages. Results are provided on a dashboard, confidentiality is assured by only revealing sets bigger than five, with open questions only available for sets bigger than 20.

In addition to local and regional KPIs, Barilla tracks the following four global KPIs:

	2014	2015	2017	2020	2022	Target
Leadership commitment	65	69	72	75	78	85
Gender balance	33/35	35/41	35/40	38/45	38/47	50/50
Flexible work	78	77	79	85/73	85/76	95
Inclusion index	69	71	72	76	79	85

Leadership commitment has “top priority”, as Talita Ramos Erickson, Chief Diversity & Inclusion Officer at Barilla maintains. Therefore, seven questions out of the I&D survey comprise the Leadership Commitment KPI – the questions can be seen below. Gender balance is tracked using a combined measure of the percentage of women in leadership positions as well as in the leadership pipeline. Flexible work was identified as an enabler of I&D and is measured using one item of the survey, with the results being split into office and plant workers. Last but not least, an inclusion index is compiled from six of the survey questions. These KPIs are monitored globally by the Diversity & Inclusion Board and Barilla also makes them transparent to external audiences: “We make the numbers public to ensure external accountability,” Talita Ramos Erickson says.

In addition, local and regional KPIs exist and the ERGs are also provided with specific results for their area. For instance, the LGBTQ+ ERG “Voce” gets the result of the question “A member of the LGBTQ community is welcome on my team”. This question reflects the general focus on measuring impact, as Talita Ramos Erickson points out. In light of the COVID-19 pandemic, additional questions on how the company performed in this situation were added to the survey.

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## Leadership commitment

- The Global Leadership Team’s (CEO and his direct reports) goals, plans, and actions reflect a real commitment to diversity.
  - Our team leaders (those who manage teams or projects and accomplish results through the coordination of others) encourage diversity & inclusion.
  - Our team leaders stimulate open communication of new ideas and points of view.
  - Managers in Barilla are held accountable for their diversity goals and plans.
  - Our company’s primary interest in diversity is not just to comply with legal requirements or to avoid legal problems.
  - Barilla has an effective process in place to deal with complaints regarding diversity and inclusion concerns.
  - Barilla will not tolerate behavior that discriminates against people of different gender, age, ethnicity, sexual orientation/gender expression, religion, physical abilities/disabilities, language, region/state/country of origin, social class, or thinking style.
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## Flexibility index

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- I am allowed a reasonable level of flexibility in managing work, family, lifestyle demands and personal issues.

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## Inclusion index

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- My manager makes me feel valued and appreciated for my contributions.
  - Barilla leverages the diverse styles and approaches of individuals to achieve superior business results.
  - In my opinion, Barilla's management views diversity and inclusion as a competitive advantage in order to compete in a global market.
  - Our team leaders (those who manage teams or projects and accomplish results through the coordination of others) encourage diversity & inclusion.
  - Barilla will not tolerate behavior that discriminates against people of different gender, age, ethnicity, sexual orientation/gender expression, religion, physical abilities/disabilities, language, region/state/country of origin, social class, or thinking style.
  - At Barilla, a focus on diversity and inclusion means that all employees are included in opportunities to learn, develop, and contribute to business success.
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Previously, instead of using the inclusion index, inclusion was measured by counting the initiatives run in each market (e.g. participation in the Pride Parade, etc.) with the target set of at least four. As all markets moved above this goal at one point, the six questions that were already part of the survey were compiled to form the inclusion index.

Talita Ramos Erickson also reports success stories on how the metrics impacted inclusion: One market had the lowest results in 2019/20, but within two

years it became one of the best by rolling out a "very intentional program" comprising inclusive language, training initiatives, and putting I&D on the performance review. In another market – where they had a particularly low score on discriminatory jokes and slurs – the local management focused on this specific issue: The program included movie screenings and discussions, and a feature on an employee identifying as trans. The figures rose from a 40% to an 89% positive score on this very item.



## 2 ABB

ABB's diversity and inclusion strategy rests on three pillars:

- Governance – implementing policies and processes to create an environment of diversity, inclusion and equal opportunities
- Inclusive leadership & culture – mechanisms to create individual and collective ownership of diversity and inclusion outcomes
- Partnerships – fostering ties within and outside of ABB, and driving employer attractiveness

To measure the impact of its strategy, ABB uses the LI/Glint platform as a tool for the annual engagement survey. Each year ABB decides on a number of standard questions complemented by ABB-specific custom questions (in total about 40) that cover a broad spectrum of perspectives related to employee engagement and business priorities. In 2021 the response rate was 78% globally.

Out of this survey, two questions – one on inclusive culture and one on whether managers value different perspectives – form the basis of how D&I is perceived by employees.

Moreover, questions on fairness, rewards, care, and the role-modeling of inclusive behavior are used to gain a broader picture on inclusion, as Heidi Robertson, Group Head of Diversity and Inclusion at ABB, reports. For each question, in addition to the quantitative score an open field is provided to collect individual comments on the topic.

The results of the survey are available on a dashboard, where managers gain insights into their business unit and are provided with both internal and external benchmarks that allow them to see where they stand. However, given that the

survey is rolled out globally, the key focus for ABB is on improvement, as Heidi Robertson maintains. Hence, each unit and market is encouraged to work toward increasing its inclusion scores. Heat maps show areas where a unit performs well and areas that need improvement. For quantitative results the minimum of five respondents is required; for qualitative (comments) the required number of respondents is 15. The Glint platform's artificial intelligence ensures that no respondent can be identified through filtering by suppressing data to protect privacy.

Regarding data on the socio-demographic background, gender, generation, and age brackets (among other data) are provided as employee attributes prior to the survey for Glint.

While the ESG target of women in leadership positions is linked to senior management compensation, the inclusion metrics are not tied to the reward system of any group. The latter is seen skeptical by Heidi Robertson: "What do we measure and evaluate when linking inclusion to compensation and who do we make accountable? Rather than using the results of the engagement survey, my preference is to evaluate the hard facts, for example the proportion of women in a specific unit. Inclusion should be part of the development plans of our employees – and actions are taken to contribute to a diverse and inclusive ABB."

One of the positive outcomes of ABB's diversity and inclusion strategy is a steep increase in the engagement reported by women in senior management positions. "We are making progress which I find very rewarding," Heidi Robertson concludes.

# Appendix 1: Net Promoter Scores and Trust Index



# Appendix 1: Net Promoter Scores and Trust Index

Probably the most prominent one-item score used in business is the Net Promoter Score® (NPS) (Reichheld & Markey, 2011), designed using one question to assess customer loyalty by asking whether one is likely to endorse a company or brand: *“How likely are you to recommend X [company/brand] to Y [family/friends/colleagues]?”*

Based on the NPS, the Employee Net Promoter Score (eNPS) was developed to have a similar one-item barometer to assess whether employees would recommend their employer to others: *“How likely are you to recommend [employer] to Y [family/friends/colleagues]?”*

Sometimes the NPS and eNPS are introduced with, *“Considering your complete experience, how likely are you...”* or *“On a scale from 0–10, how likely are you...”*. The answers are calculated to distinguish employees who are favorable (“promoters”) from “passives” and “detractors”.

Initially promoted by Reichheld (2003) as “the one number you need to grow”, academic studies question this claim and are critical of its ability to predict customer loyalty (Kristensen & Eskildsen, 2014) and maintain that the “NPS is one way of calculating one customer loyalty score” (Fisher & Kordupleski, 2019: 139). Accordingly, we position the proposed iNPS as one possible measure to get additional insights on inclusion.

A concept similar to the Net Promoter Score is used by the Trust Index® barometer statement: *“Taking everything into account, I would say that this is a great workplace.”* (Smith, Kwek, & Thorpe, 2019)

Recently, the NPS was further developed to have a one-item barometer for diversity and inclusion. Andreski, Cole, Watcharotone, Brumar, and Brown (2020) developed a Diversity, Equity and Inclusion Net Promoter Score (DEI-NPS) to measure whether EI&D programs are having a positive impact on cultural change. The single question they started with was:

*“On a scale of zero to ten, based on your experience implementing your unit’s DEI plan, how confident are you that your plan is making a positive impact on culture in your area?”*

followed by *“Why did you choose that number?”* (Andreski et al., 2020: 3), an open question that was later on content-coded. After the pilot the question was changed to:

*“How confident are you that your work unit/department’s diversity, equity and inclusion efforts are making a positive impact on culture in your work unit/department?”* (Andreski et al., 2020: 3)

This DEI-NPS was tested for its correlation with assessments of the organizational culture (teamwork, respect, diversity) as well as with employee engagement. The DEI-NPS showed that promoters scored significantly higher on the teamwork, respect, and diversity items. The relationship with engagement was also significantly related, as 47% of engaged employees were DEI promoters but only 16% of unengaged employees. Moreover, a statistically significant ranking between the DEI-NPS group and employee engagement index was found. (Andreski et al., 2020: 4) Hence, even though a single score can never deliver a full picture, the authors conclude that their measure is an “inexpensive, highly visual, and simple to understand metric for measuring perceived impact of DEI efforts.” (Andreski et al., 2020: 6)





# Appendix 2: List of Inclusion Questions by Key Components





# Appendix 2: List of Inclusion Questions by Key Components

## Belonging

### Consultants and corporations

Question	Component specification	Level	Source
People in my organization care about me		Organization	Gartner <sup>2</sup>
I feel like I belong on my team		Team	Microsoft
I feel valued as an employee of NIKE		Organization	Nike
I feel respected and valued by members of my workgroup/team		Team	Volvo/Gartner
How would you rate the extent to which you are treated with respect and dignity?	Respect and dignity	Unspecified	BP
Where I work we are treated with respect		Unspecified	Royal Dutch Shell

<sup>2</sup>Romansky, Garrod, Brown, and Deo (2021).

### Academic

Question	Component specification	Level	Source
I am treated as a valued member of my work group		Team	Chung et al. 2020
I belong in my work group		Team	Chung et al. 2020
I am connected to my work group		Team	Chung et al. 2020
I believe that my work group is where I am meant to be		Team	Chung et al. 2020
I feel that people really care about me in my work group		Team	Chung et al. 2020

This group gives me the feeling that I belong	Group membership	Team	Jansen et al. 2014
This group gives me the feeling that I am part of this group	Group membership	Team	Jansen et al. 2014
This group gives me the feeling that I fit in	Group membership	Team	Jansen et al. 2014
This group treats me as an insider	Group membership	Team	Jansen et al. 2014
This group likes me	Group affection	Team	Jansen et al. 2014
This group appreciates me	Group affection	Team	Jansen et al. 2014
This group is pleased with me	Group affection	Team	Jansen et al. 2014
This group cares about me	Group affection	Team	Jansen et al. 2014

## Uniqueness

### Consultants and corporations

Question	Component specification	Level	Source
Employees at my organization respect and value each other's opinions	Integrating differences	Organization	Gartner
My organization has a working environment in which different views and perspectives are valued		Organization	Royal Dutch Shell
My team has a climate in which all perspectives are valued		Team	Nike
Barilla leverages the diverse styles and approaches of individuals to achieve superior business results		Organization	Barilla
My business entity has a climate in which diverse perspectives are valued		Business entity	Volvo / Gartner

Academic

Question	Component specification	Level	Source
I can bring aspects of myself to this work group that others in the group don't have in common with me		Team	Chung et al. 2020
People in my work group listen to me even when my views are dissimilar		Team	Chung et al. 2020
While at work, I am comfortable expressing opinions that diverge from my group		Team	Chung et al. 2020
I can share a perspective on work issues that is different from my group members		Team	Chung et al. 2020
When my group's perspective becomes too narrow, I am able to bring up a new point of view		Team	Chung et al. 2020
This [unit] is characterized by a non-threatening environment in which people can reveal their "true" selves	Integration of differences	Specifiable	Nishii 2013 (climate for inclusion)
This [unit] values work-life balance	Integration of differences	Specifiable	Nishii 2013 (climate for inclusion)
This [unit] commits resources to ensuring that employees are able to resolve conflicts effectively	Integration of differences	Specifiable	Nishii 2013 (climate for inclusion)
Employees of this [unit] are valued for who they are as people, not just for the jobs that they fill	Integration of differences	Specifiable	Nishii 2013 (climate for inclusion)
In this [unit], people often share and learn about one another as people	Integration of differences	Specifiable	Nishii 2013 (climate for inclusion)
This [unit] has a culture in which employees appreciate the differences that people bring to the workplace	Integration of differences	Specifiable	Nishii 2013 (climate for inclusion)

## Authenticity

### Consultants and corporations

Question	Component specification	Level	Source
You can bring your full self to work and express aspects of yourself that may be different from peers		Unspecified	Catalyst 2019
I can succeed in my work group while maintaining my own personality and style		Team	Microsoft
I can be myself at work		Unspecified	Nike

### Academic

Question	Component specification	Level	Source
This group allows me to be authentic	Room for authenticity	Team	Jansen et al. 2014
This group allows me to be who I am	Room for authenticity	Team	Jansen et al. 2014
This group allows me to express my authentic self	Room for authenticity	Team	Jansen et al. 2014
This group allows me to present myself the way I am	Room for authenticity	Team	Jansen et al. 2014
This group encourages me to be authentic	Room for authenticity	Team	Jansen et al. 2014
This group encourages me to be who I am	Room for authenticity	Team	Jansen et al. 2014
This group encourages me to express my authentic self	Room for authenticity	Team	Jansen et al. 2014
This group encourages me to present myself the way I am	Room for authenticity	Team	Jansen et al. 2014

## Participation

### Consultants and corporations

Question	Component specification	Level	Source
You make meaningful contributions and are influential in decision-making	Trusted	Unspecified	Catalyst 2019
Members of my team give fair consideration to ideas and suggestions offered by other team members	Collaborative decision-making	Team	Gartner
People in my work group openly share work-related information with me		Team	Microsoft
My manager involves me in decisions that affect me	[also inclusive leadership]	Manager	BP
I have regular opportunities to ask questions, give my point of view and get my voice heard	Voice	Unspecified	BP
Employees are encouraged to provide their ideas for improving the business	Influence	Unspecified	BP
At Barilla, a focus on diversity and inclusion means that all employees are included in opportunities to learn, develop, and contribute to business success		Organization	Barilla
My ideas and suggestions count		Unspecified	Volvo/ Gartner

### Academic

Question	Component specification	Level	Source
I have influence in decisions taken by my work group regarding our tasks	Decision-making	Work group	Mor Barak 2017
I am able to influence decisions that affect my organizations	Decision-making	Organization	Mor Barak 2017
My supervisor often asks for my opinion before making important decisions	Decision-making	Supervisor	Mor Barak 2017
I am often invited to contribute my opinion in meetings with management higher than my immediate supervisor	Decision-making	Higher management	Mor Barak 2017

I am often asked to contribute in planning social activities not directly related to my job function	Decision-making	Social/informal	Mor Barak 2017
My coworkers openly share work-related information with me	Information networks	Work group	Mor Barak 2017
I am usually among the last to know about important changes in the organization (R)	Information networks	Organization	Mor Barak 2017
My supervisor does not share information with me (R)	Information networks	Supervisor	Mor Barak 2017
I frequently receive communication from management higher than my immediate supervisor (i.e. memos, e-mails)	Information networks	Higher management	Mor Barak 2017
I am always informed about informal social activities and company social events	Information networks	Social/informal	Mor Barak 2017
I am typically involved and invited to actively participate in work-related activities of my work group	Participation/involvement	Work group	Mor Barak 2017
I am usually invited to important meetings in my organization	Participation/involvement	Organization	Mor Barak 2017
I am invited to actively participate in review and evaluation meetings with my supervisor	Participation/involvement	Supervisor	Mor Barak 2017
I am often invited to participate in meetings with management higher than my immediate supervisor	Participation/involvement	Higher management	Mor Barak 2017
I am rarely invited to join my coworkers when they go for lunch or drinks after my work (R)	Participation/involvement	Social/informal	Mor Barak 2017
In this [unit], employee input is actively sought	Inclusion in decision-making	Specifiable	Nishii 2013 (climate for inclusion)

In this [unit], everyone’s ideas for how to do things better are given serious consideration	Inclusion in decision-making	Specifiable	Nishii 2013 (climate for inclusion)
In this [unit], employees’ insights are used to rethink or redefine work practices	Inclusion in decision-making	Specifiable	Nishii 2013 (climate for inclusion)
Top management exercises the belief that problem-solving is improved when input from different roles, ranks, and functions is considered	Inclusion in decision-making	Specifiable	Nishii 2013 (climate for inclusion)

## Psychological safety

### Consultants and corporations

Question	Component specification	Level	Source
You feel free to hold differing views and make mistakes without being penalized	Latitude	Unspecified	Catalyst 2019
You feel secure enough to address tough issues or take risks	Risk-taking	Unspecified	Catalyst 2019
I feel welcome to express my true feelings at work		Unspecified	Gartner
I feel free to express my thoughts and feelings with my work group		Team	Microsoft
I am free to speak my mind without fear of negative consequences		Unspecified	Royal Dutch Shell

### Academic

Question	Component specification	Level	Source
If you make a mistake on this team, it is often held against you (R)		Team	Edmondson 2019
Members of this team are able to bring up problems and tough issues		Team	Edmondson 2019
People on this team sometimes reject others for being different (R)		Team	Edmondson 2019



It is safe to take a risk on this team	Team	Edmondson 2019
It is difficult to ask other members of this team for help (R)		Edmondson 2019
No one on this team would deliberately act in a way that undermines my efforts		Edmondson 2019
Working with members of this team, my unique skills and talents are valued and utilized		Edmondson 2019

## Fairness

### Consultants and corporations

Question	Component specification	Level	Source
Employees at my organization who help the organization achieve its strategic objectives are fairly rewarded and recognized	Fair Treatment	Organization	Gartner
The decisions leaders in my organization make concerning employees are fair	Fairness	Manager	Royal Dutch Shell
All employees, regardless of their differences are treated fairly		Unspecified	Nike

### Academic

Question	Component specification	Level	Source
I feel that I have been treated differently here because of my race, gender, sexual orientation, religion, or age (R)		Unspecified	Mor Barak 2017
Managers here have a track record of hiring and promoting employees objectively, regardless of their race, gender, sexual orientation, religion, or age		Manager	Mor Barak 2017

Managers here give feedback and evaluate employees fairly, regardless of their race, gender, sexual orientation, religion, age, or social background		Manager	Mor Barak 2017
Managers here make layoff decisions fairly, regardless of factors such as employee's race, gender, age, or social background		Manager	Mor Barak 2017
Managers interpret human resource policies (such as sick leave) fairly for all employees		Manager	Mor Barak 2017
Managers give assignments based on the skills and abilities of employees		Manager	Mor Barak 2017
This [unit] has a fair promotion process	Foundation of equitable employment practices	Specifiable	Nishii 2013 (climate for inclusion)
The performance review process is fair in this [unit]	Foundation of equitable employment practices	Specifiable	Nishii 2013 (climate for inclusion)
This [unit] invests in the development of all of its employees	Foundation of equitable employment practices	Specifiable	Nishii 2013 (climate for inclusion)
Employees in this [unit] receive "equal pay for equal work"	Foundation of equitable employment practices	Specifiable	Nishii 2013 (climate for inclusion)
This [unit] provides safe ways for employees to voice their grievances	Foundation of equitable employment practices	Specifiable	Nishii 2013 (climate for inclusion)

## Additional components (consultants and corporations)

Question	Component specification	Level	Source
Communications we receive from the organization are honest and open	Trust	Organization	Gartner
There is an environment of openness and trust in my workgroup/team	Openness & trust	Team	Volvo/ Gartner
Managers at my organization are as diverse as the broader workforce	Diversity	Manager	Gartner
My organization has a working environment that is free from harassment and discrimination	Safety & anti-discrimination	Organization	Royal Dutch Shell
Barilla will not tolerate behavior that discriminates against people of different gender, age, ethnicity, sexual orientation/gender expression, religion, physical abilities/disabilities, language, region/state/country of origin, social class, or thinking style	Safety & anti-discrimination	Organization	Barilla

## Inclusive leadership

### Consultants and corporations

Question	Component specification	Level	Source
My manager cultivates an inclusive environment and diverse workforce by valuing and leveraging employees' differences and perspectives	Diversity	Manager	Microsoft
BP has created an environment where people from diverse backgrounds can and do succeed	Diversity	Organization	BP
Leaders in my part of the business listen carefully to all perspectives	Listening	Manager	BP
My manager is comfortable with being challenged by members of the team	Humbleness	Manager	BP
My manager involves me in decisions that affect me	[also participation]	Manager	BP
When it comes to inclusion, leaders' actions support their words	Action	Manager	BP

My manager supports inclusion and diversity in the workplace	Diversity	Manager	Nike
Nike is committed to diversity and inclusion in the workplace		Organization	Nike
My immediate supervisor treats me with respect and dignity		Manager	Volvo/ Gartner
My manager makes me feel valued and appreciated for my contributions.	Barilla Inclusion Index	Manager	Barilla
In my opinion, Barilla's management views diversity and inclusion as a competitive advantage in order to compete in a global market.	Barilla Inclusion Index	Organization	Barilla
Our team leaders (those who manage teams or projects and accomplish results through the coordination of others) encourage diversity & inclusion.	Barilla Inclusion Index	Manager	Barilla
The Global Leadership Team's (CEO and his direct reports) goals, plans, and actions reflect a real commitment to diversity.	Barilla Leadership Commitment Index	Top management	Barilla
Our team leaders (those who manage teams or projects and accomplish results through the coordination of others) encourage diversity & inclusion.	Barilla Leadership Commitment Index	Manager	Barilla
Our team leaders stimulate open communication of new ideas and points of view.	Barilla Leadership Commitment Index	Manager	Barilla
Managers in Barilla are held accountable for their diversity goals and plans.	Barilla Leadership Commitment Index	Manager	Barilla
Our company's primary interest in diversity is not just to comply with legal requirements or to avoid legal problems.	Barilla Leadership Commitment Index	Organization	Barilla
Barilla has an effective process in place to deal with complaints regarding diversity and inclusion concerns.	Barilla Leadership Commitment Index	Organization	Barilla
Barilla will not tolerate behavior that discriminates against people of different gender, age, ethnicity, sexual orientation/gender expression, religion, physical abilities/disabilities, language, region/state/country of origin, social class, or thinking style.	Barilla Leadership Commitment Index	Organization	Barilla

## Academic

Question	Component specification	Level	Source
The manager is open to hearing new ideas	Openness	Manager	Carmeli et al. 2010
The manager is attentive to new opportunities to improve work processes	Openness	Manager	Carmeli et al. 2010
The manager is open to discuss the desired goals and new ways to achieve them	Openness	Manager	Carmeli et al. 2010
The manager is available for consultation on problems	Accessibility	Manager	Carmeli et al. 2010
The manager is an ongoing “presence” in this team – someone who is readily available	Accessibility	Manager	Carmeli et al. 2010
The manager is available for professional questions I would like to consult with them	Accessibility	Manager	Carmeli et al. 2010
The manager is ready to listen to my requests	Accessibility	Manager	Carmeli et al. 2010
The manager encourages me to access them on emerging issues	Accessibility	Manager	Carmeli et al. 2010
The manager is accessible for discussing emerging problems	Accessibility	Manager	Carmeli et al. 2010

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