KANTAR

THE INCLUSION INDEX

Our Mission

It has become commercial doctrine that diversity is a central tenet of a successful business, but beyond pay gap analysis it can be impossible for companies to understand and gauge their success or failings in creating a diverse and inclusive environment for employees.

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Kantar has made it its mission to create a unique benchmarking tool to help businesses better understand and address Inclusion, Diversity and Equality in the workplace. The first of its kind, the Inclusion Index provides a measure built on a combination of employee experiences and the facts around the diversity of the company, which allows companies to compare themselves against a benchmarked audience, highlighting the areas they can improve on as well as the areas that are doing well.

Social dialogue on Inclusion, Diversity and Equality (IDE) has taken a central spot on the agenda for businesses in recent years, with the benefits of incorporating these initiatives at work being widely recognised and increasingly adopted. Most actions companies take tend to focus on diversity – which is the "fact" - versus inclusion – which is the "act". This is understandable because diversity facts are easier to measure, and there has not been a standardised way for companies to asses both the diversity and the inclusivity of their workplaces... until now.

Kantar recognises the importance to businesses of accurately assessing their IDE standards and policies to understand how far they have to go to cultivate a truly inclusive, diverse and equal working environment. So we embarked on building this solution.

This journey started with a 2017 industry report with the Market Research Society in the UK where we quantified, classified and advised on IDE concerns. Our experience from the preliminary UK study, combined with our unrivalled knowledge of data collection, uniquely positions us to benchmark across current practices. Building on this success, Kantar have developed The Inclusion Index, a unique tool that allows organisations to understand their own progress in developing an inclusive and diverse workplace on a global scale.

"At Kantar, not only do we believe it is critical for the health of our own business as world leaders in human understanding but we also see it high on the agenda of many of our partner clients. We've developed this Inclusion Index so that companies can not only commit to making progress in this area, they can now benchmark their start point and progress as a company, to make sure they are making real and quantifiable improvements to the inclusivity of their organisations."

Bart Michels
Country Leader UK, Kantar

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Bias is not always obvious, and the nature of prejudice within an organisation is often unique but at the same time elusive. While we have identified national, industry and organisational patterns to discrimination, companies need accurate and precise data to understand the unique aspects of their organisation. Without it, organisations can't make changes to correct distortions and won't understand the resultant impact of their efforts.

The Inclusion Index is invaluable to any company intending to make positive steps in Inclusion, Diversity and Equality. Providing a consistent framework, Kantar's Inclusion Index allows organisations to build a global perspective, while making comparisons between uniformly measured country profiles to understand where greater efforts toward equality for an entire workforce need to be made. Meanwhile, the survey empowers businesses by allowing them to examine smaller groups of interest in detail to identify specific areas for improvement on an ongoing basis.

"The Inclusion Index is the first of its kind – a single source of truth that brings different perspectives within businesses together to better inform mindsets, behaviours and strategy"

Caroline Frankum
Global CEO, Kantar Profiles Division

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Benchmarking Information

The key to the power of the Inclusion Index is its normative data. The Inclusion Index was created by harnessing the power of 88 million research-ready respondents with an award-winning survey design to gather truthful answers of how people feel about their current workplace experiences. We have used the data collected to build a vast normative data set that covers over 24 different industries over 18,000 respondents across 14 countries. These norms will progress alongside society as it evolves and more as survey responses are added to the data set.

The Inclusion Index – How did we create it?

The Inclusion Index is a holistic measure comprised of two parts: the Inclusion Score and the Diversity Score. It is important to remember that The Inclusion Index should not be used in isolation, but it is the starting point to uncover truths perceived by employees across multiple industries and countries.

The Inclusion score is derived from three sections within the questionnaire; the Company Sense of Belonging Score; the Absence of Discrimination Score; and the Presence of Negative Behaviour Score.

Inclusion Score

The Inclusion Score is the following formula:

Company Sense of Belonging
+
Absence of Discrimination
-
Presence of Negative Behaviour

The Company Sense of Belonging Score is defined by eight statements. Each of these statements is measured on a seven-point scale where 'agree' and 'strongly agree' signal a strong sense of inclusion, belonging, attachment, and being valued. The score is calculated by using the sum of these top-two boxes for each of these eight statements. The Company Sense of Belonging Score, for example, has a maximum score of 800. It can be turned into a percentage to allow for simpler interpretation. For example, it is possible to say that

"X% of individuals have a positive sense of belonging within this company".

The Absence of Discrimination Score, the second part of the Inclusion Score, is defined by a set of seven statements where it measures total discrimination and identifies the underlying dimensions of discrimination experience across a wide variety of characteristics including gender, sexual orientation, ethnicity, religion, health and well-being, age, and social class. This score is the per cent of people who have not experienced negative discrimination on each of these seven characteristics, with a maximum score of 700. The Absence of Discrimination Score can be turned into a percentage to allow for simpler interpretation. For example, it is possible to say that

"X% of individuals have not experienced negative discrimination within this company".

We measure discrimination separate from belonging because people can feel a sense of belonging in certain circles and simultaneously discriminated against in others. Thus, it is important to measure both aspects.

Presence of Negative Behaviour is defined by six statements, identified through factor analysis, to identify the underlying dimension of negative behaviours that were developed through six different situations. This index is the per cent of people who have experienced those negative behaviours in those situations, leading to a maximum score of 600. The Presence of Negative Behaviour Score can then be turned into a percentage to allow for simpler interpretation. For example, it is possible to say that

"X% of individuals have experienced negative behaviours within this company" or "X% of individuals have been bullied or harassed within the last 12 months in this company"

Diversity Score

The Diversity Score, the second part of the Inclusion Index, is measured by first calculating the number of people in a minority or a historically disadvantaged group in a country/company. In previous iterations, diversity was measured by focusing solely on minority representation, meaning the index would continue to rise as minority group representation increased. Measuring diversity that way is problematic because in any group where there is high concentration of a given minority status group, the Diversity Score will be high, while not reflecting being truly diverse. For example, an all-female sewing shop or occupations with high numbers of immigrant workers might receive a high but erroneous Diversity score. In an ideal situation the Diversity Score only increases until each minority group achieves a benchmark, which has been calibrated to reflect the natural diversity found in that society. Once these percentages are realised, the Diversity Index Score for that company will no longer continue to rise and will in fact actually begin to fall as former minority groups become dominant.

Unique Features of the Inclusion Index

The Inclusion Index is unique in its design, which allows users to filter data to look at specific, disadvantaged groups who experience (or have experienced) historical, political, economic or cultural treatment in society. For example, if the data is filtered to include only females, then it is possible to say that

"X% of Females have a positive sense of belonging within this company" and "X% of females have not experienced negative discrimination within this company".

With a detailed understanding of the nature of discrimination across groups of interest, businesses are empowered to make changes to improve the lives of individuals.

Inclusion and Diversity Together

Once the Inclusion Score and the Diversity Score have been calculated, the following equations are used to determine The Inclusion Index:

This calculation will generate a value between 0 and 1, which is then turned into a percentage for easier interpretation.
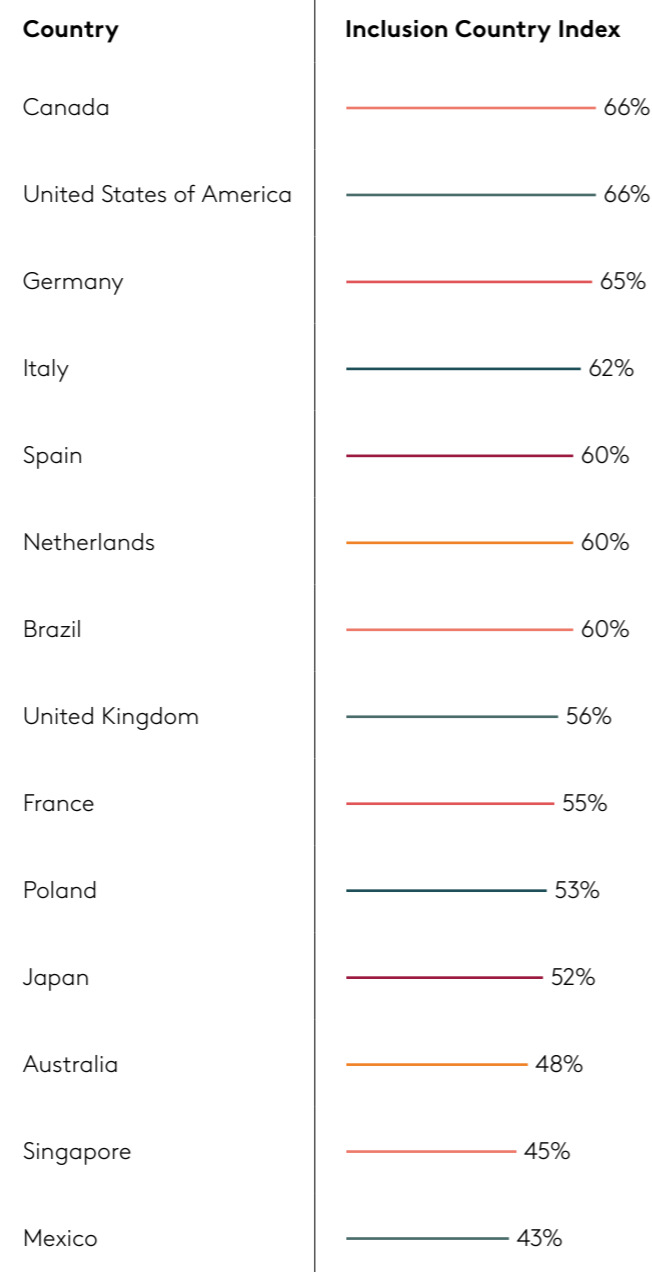
Observed Inclusion Index
=
Inclusion Index Score
1500

Kantar Inclusion Index
=
Observed Inclusion Index
x
Observed Diversity Index

Observed Diversity Index
=
Diversity Index Score
Maximum Diversity Total

What we have learned so far

Up until now, little data has been collected to highlight the experiences of minority cohorts under one single measure. This is a form of bias in itself. This historical lack of data around Diversity and Inclusion blinds organisations to the realities of bias and discrimination, thus preventing them from taking the necessary steps to eliminate it. To jump-start learning and to close this 'data gap', we have run surveys and analysed the data collected from over 18,000 people in 14 countries, using The Inclusion Index. In a brief time, we have already learned a lot that can help give context to organisations starting to explore these concerns.

Taking into consideration the research conducted in our Inclusion Index based on the perceptions and experiences of those researched, and using our proprietary index, we have listed the countries surveyed into ranking order.

Top of the Inclusion Index is Canada, where we can see gender representations at senior levels, (over 40% females), 65% believe that their companies are actively trying to be more inclusive and diverse and supporting all employees regardless of who they are. In terms of behaviours, almost 60% are given opportunities to learn and progress throughout the year, 65% are given the opportunity to work flexibly and 70% are given positive recognition for good work. Of course, there are some negatives that need to be addressed, which include 20% stating that they have been bullied.

Country	Inclusion Country Index
Canada	66%
United States of America	66%
Germany	65%
Italy	62%
Spain	60%
Netherlands	60%
Brazil	60%
United Kingdom	56%
France	55%
Poland	53%
Japan	52%
Australia	48%
Singapore	45%
Mexico	43%

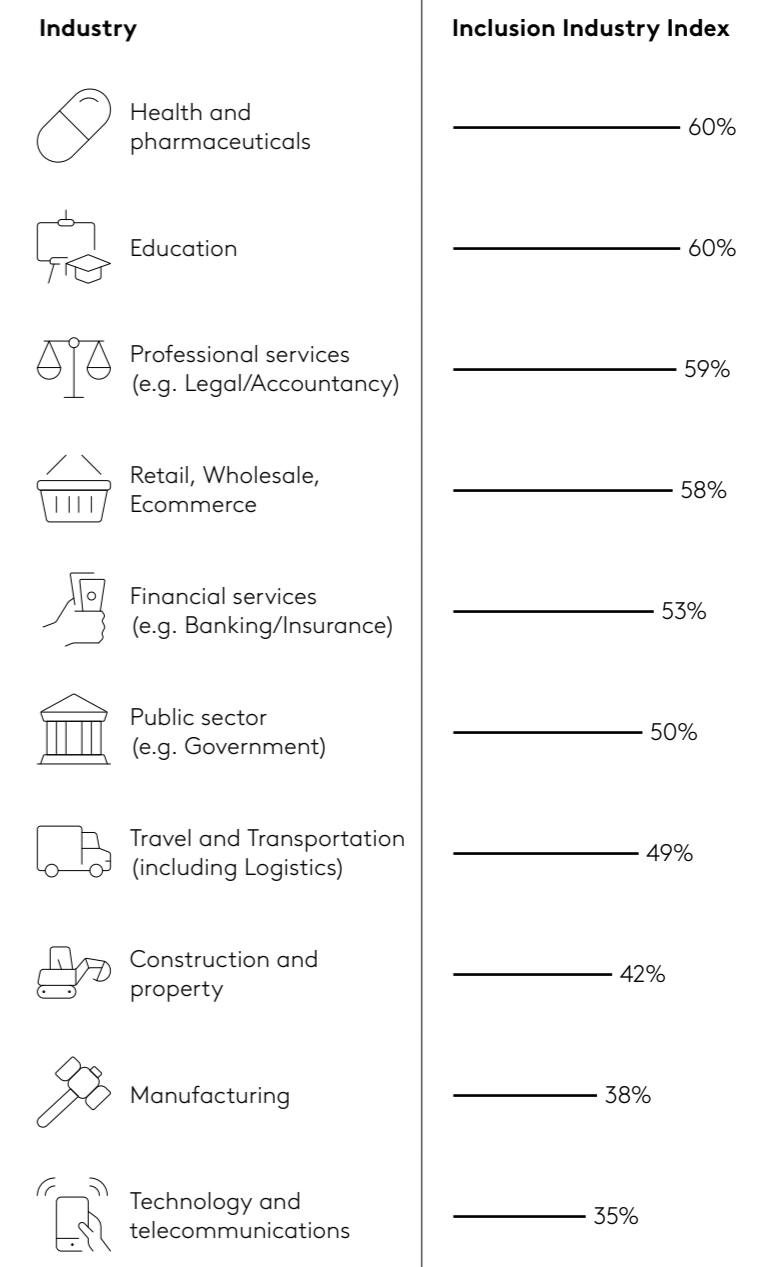We also went a step further and looked at all the industries collated and ranked these in order.

By segmenting the analysis into industries, it delivers the opportunity to see how diverse groups within industries feel and provides companies with a means to benchmark their organisation to the vertical to which they belong. It is important to raise that base sizes across industries vary and this Industry Index will evolve over time as more companies sign up to leverage The Inclusion Index. Our aim is to re-run the Index on a 6-month period so that we can track perceptions globally.

For the purpose of this paper, we have ranked the top 10 industries and companies with the **Health and pharmaceuticals** industry ranking in first place. In this industry, gender representation at senior level is split equally,

59% believe that their companies are actively trying to be more inclusive and diverse and over 65% believe that they are supporting employees regardless of who they are.

In terms of behaviours, almost 56% are given opportunities to learn and progress throughout the year, 56% are given the opportunity to work flexibly and 66% are given positive recognition for good work.

Of course, there are some negatives that need to be addressed, which include 19% stating that they have been bullied.

Industry	Inclusion Industry Index
Health and pharmaceuticals	60%
Education	60%
Professional services (e.g. Legal/Accountancy)	59%
Retail, Wholesale, Ecommerce	58%
Financial services (e.g. Banking/Insurance)	53%
Public sector (e.g. Government)	50%
Travel and Transportation (including Logistics)	49%
Construction and property	42%
Manufacturing	38%
Technology and telecommunications	35%

A summary of some of our macro learnings to date

Key Insights

Like the data gap, discrimination is a way of not counting some people, not acknowledging them, their thoughts, opinions, preferences, their cares or concerns. Discrimination erases identity, something fundamental to humanness. What is also crucial to take into account, is that results vary geographically, and by industry.

If we look at two of the negative behaviours experienced across industries, we can see that in the last 12 months

...at least 25% of employees have been made to feel uncomfortable in their work environment and over 15% of employees feel that they have been bullied within their organisation.

These types of behaviours can and should be addressed – as this could lead to poor performance, employee churn and in certain cases, can lead to employee anxiety, stress and unhappiness.

When we ask people about their experiences in the workplace, over 80% have observed or experienced some kind of discrimination; however, only a small proportion (33%) said that they feel empowered enough to escalate issues to senior management or HR.

Further, when we look into aspects of inclusion, we find that almost half (46%) of people agree that in their company it is a case of 'who you know' and not 'what you know'. These types of statistics illustrate concerns from an employee experience perspective and suggest that further investigation is required to understand why this is perceived within an organisation.

In the last 12 months have you been ...

*Industry names have been shortened for visual purposes

— Bullied, undermined, harassed   — Made to feel uncomfortable
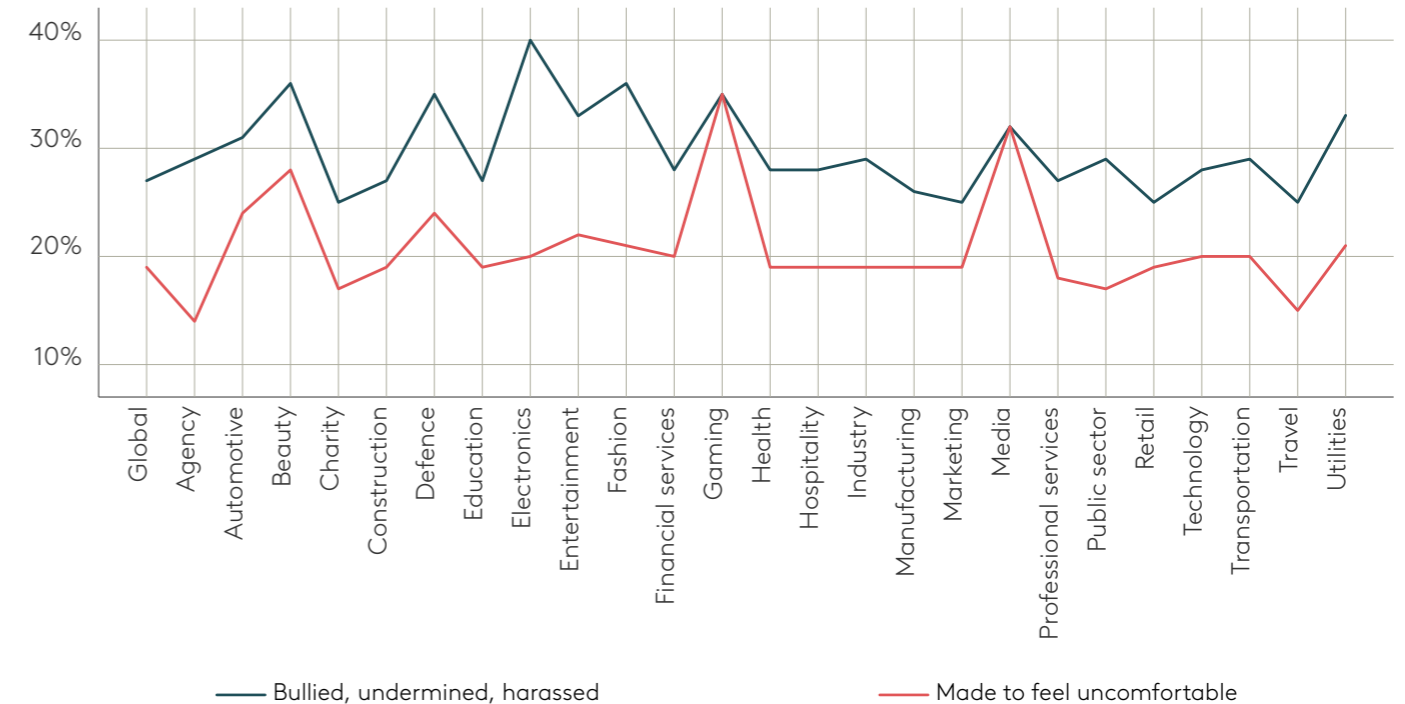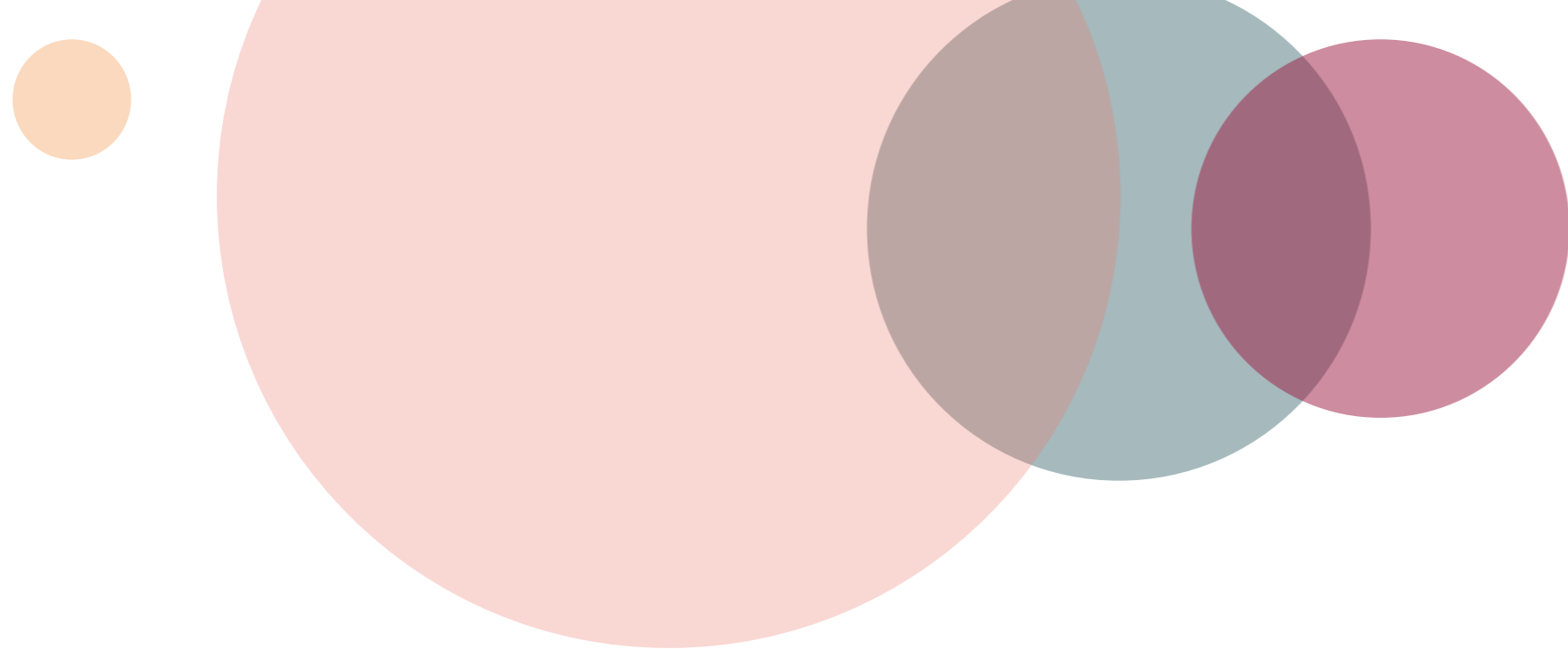
Gender Insights

Identity starts with the self— our body, personality and expression, including visual appearance and verbal communication. For many, discovering and developing self-identity begins with gender. Yet our research finds that the very thing that can make us feel most ourselves can be what causes alienation. In the past 12 months around the world, 27% of females have felt that they don't belong in their company. Thirty-four per cent (34%) of females feel emotionally and socially unsupported at work, 38% of males do too. Adverse impacts result in consistent feelings of job anxiety in 35% of females and 37% of males, rising to 40% for those who identify as gender-neutral. But for many people this is only the beginning. Recognised consequences of prejudice range from lower pay [1] to increased risk of suicide [2].

The United Nations reports that although 143 out of 195 countries around the world guarantee equality between men and women in their constitutions as of 2014, yet discrimination against women persists [3].

Our analysis found that in the past year 28% of females and 26% of males have felt uncomfortable in the workplace. Sadly, 19% of females and 18% of males have been bullied or harassed, of which almost 23% is in the 35-44 age group. This behaviour, along with intimidation and pressure, are power dynamics of control.

In relation to their roles, almost 30% of women have felt undervalued and 42% believe they have not been given the opportunity to learn and progress in their careers. These Inclusion Index statistics suggest that a large portion of the world's population experiences adverse working conditions and are prevented from reaching their full potential.

Certainly, this is how Melissa Nelson of Fort Dodge, Iowa, USA felt when she was fired from her job as a dental assistant for being female and deemed 'too attractive' by the practice's owner, dentist Dr James Knight and the decision was held up in court [4].

Furthermore, our research found that one in five females (20%) feels that she is being paid less than colleagues at similar levels.

20% of females still feel that they are being paid less than others within their company who are on the same or a similar level.

References

[1] Oxfam 'Reward work not wealth' Report 2018.pdf

[2] World Health Organisation 'Suicide Fact Sheet' 2018

[3] UN Women Constitutional Database 13 Oct 2014

[4] ABC News 'Iowa Woman Fired for Being Attractive Looks Back and Moves On'

In the last 12 months have you been …

— Bullied, undermined, harassed   — Made to feel uncomfortable
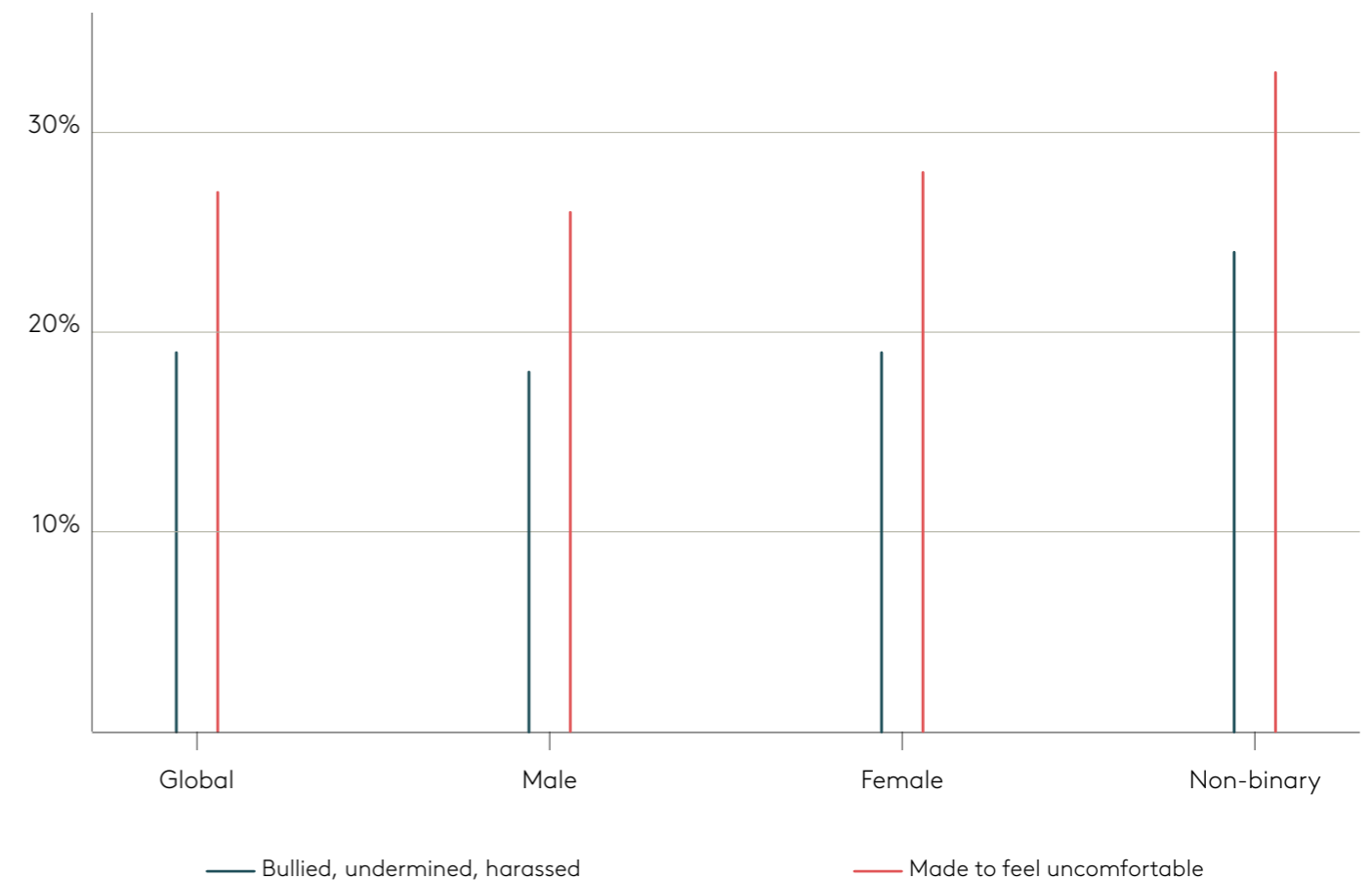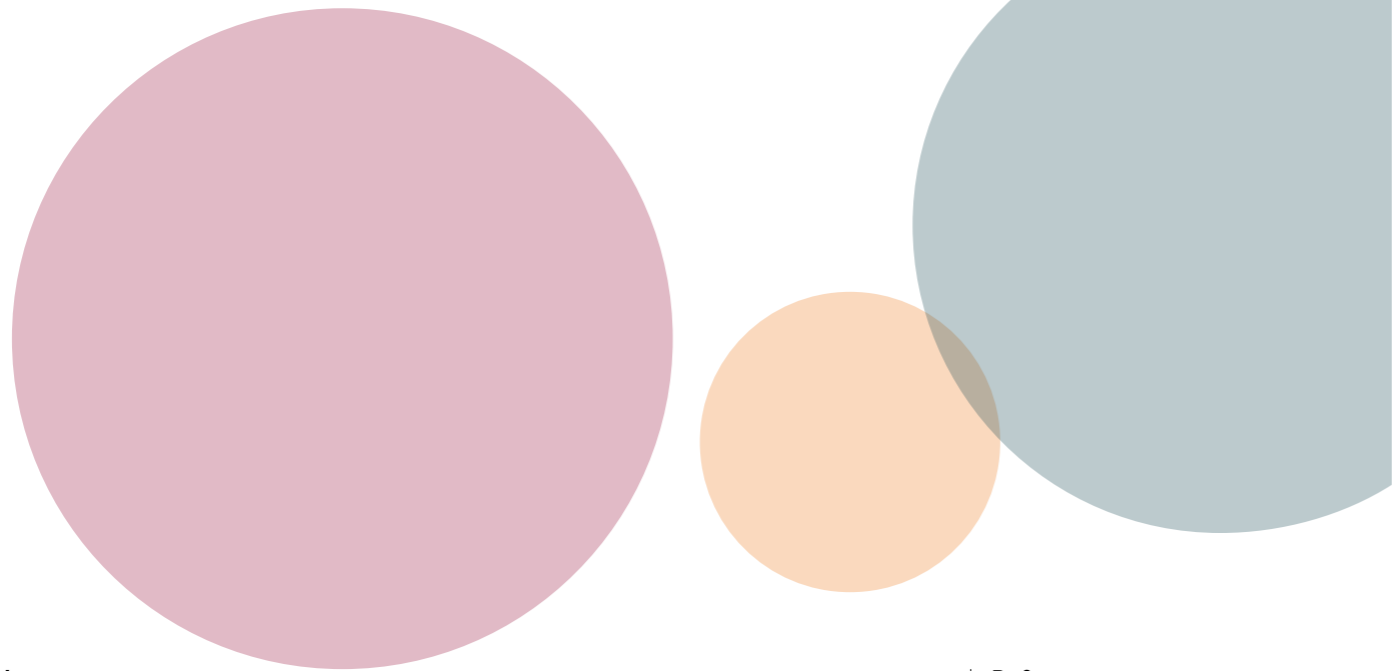
Age Insights

Age discrimination impacts both young and old. Ageism is particularly problematic because age perceptions - even when inaccurate - can develop quickly and visibly. Fourteen per cent (14%) of 16-96-year-olds strongly feel left out at work because of their age. But, like other forms of bias, there are two sides to ageism — 11% feel that they personally have been discriminated against in their company due to age, whilst 9% believe that they have benefited in their career due to their age.

Similarly, a quarter (25%) of people feel that age can limit their chances of progressing in their career in their company, whilst 12% believe that it will enhance their career.

Ultimately, 23% of those interviewed said that their company is not doing enough to help accommodate and support people of all ages, demonstrating the widespread impact of ageism. By looking at the data collected, gender does not add or remove from the figure, although it is interesting to note that whilst 'life begins at 40' for many women, this is also the age where age discrimination starts to occur [5].

References

[5] Ageism in the workplace 'starts at 40' for women
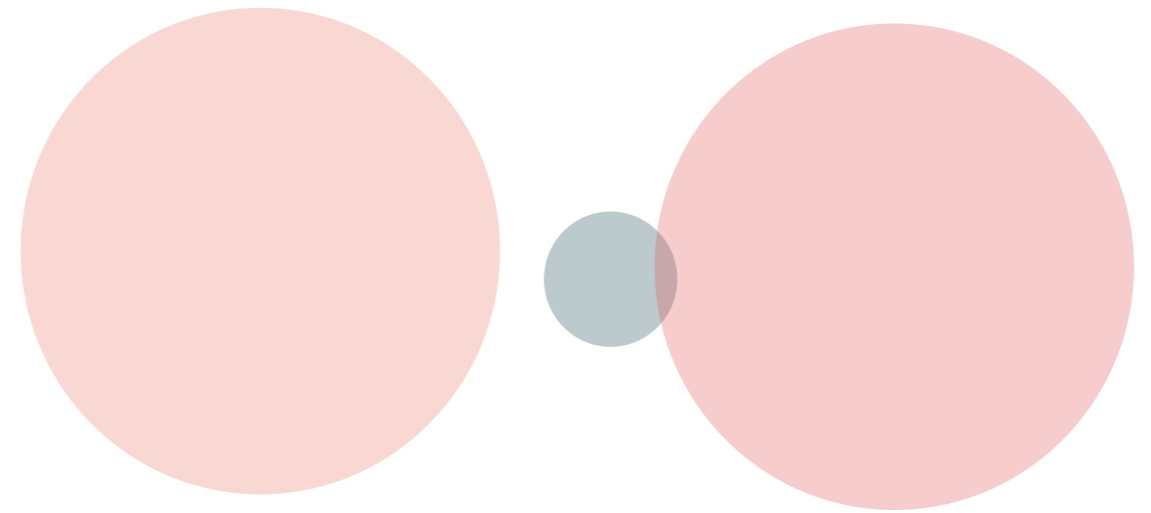
Sexual Orientation Insights

Sexual orientation has only recently been acknowledged as fundamental to the formation of identity. Traditionally, the workplace has disregarded sexuality, deeming it a private matter. Where sexuality was acknowledged, it was primarily the male cis-hetero perspective. But because people don't leave part of their identities at the door when they step into the workplace, this has become an increasingly difficult position to justify. As such, sexuality as part of identity has gained visibility in modern workplaces.

When we slice the data by seniority, we actually have very similar figures across the LGBTQ+ community. (10% Senior VP and above vs. 11% for LGBTQ+) However, when you add an additional diverse group into the equation, that is when these percentages drop. *55% of LGBTQ+ people acknowledge that they see people similar to themselves in senior roles across their organisation. (By slicing the data to women who are LGBTQ+, this drops from 11% to 8%)

Unfortunately, forty per cent (40%) of LGBTQ+ people have experienced or observed discrimination in their company. While over 60% of LGBTQ+ people feel that most of their colleagues would escalate inappropriate behaviour to senior management or HR, of those who have observed or experienced inappropriate behaviour, 65% said they would not feel comfortable calling out negative behaviours to management themselves.

This dissonance between what we believe others will do and what we do is profound and shows the potential impacts of dis-empowerment and disadvantage that being part of a minority group can have.

The majority (over 50%) of LGBTQ+ people admit that they suffer from consistent, high stress and anxiety and mental health problems. Unfortunately, 59% report that their companies are aware of their health concerns yet 38% say that their company is unsupportive.

Contributing to emotional health issues, over 40% of the LGBTQ+ people feel left out at work,

whether engaged in work or work-related social activities. With a third (31%) saying that they have been made to feel uncomfortable and almost a quarter (24%) disclosing that they have been bullied in the workplace in the last 12 months, these high rates of stress and mental health problems come into sharper focus.

Discrimination impacts the careers of LGBTQ+ people too. Almost a third (31%) have faced personal discrimination (both positive and negative) in their career due to their sexual orientation and over a third (36%) have faced obstacles in their career progression which they believe is due to who they are. Unfortunately, 18% of the LGBTQ+ community feel that being part of the LGBTQ+ community can limit the chances of progression within their organisation. But it seems the future holds hope - more than half (57%) feel that there are people similar to themselves in leadership positions across their company.

Notes

*Please note that we are unable to ask Sexual orientation in all countries due to legislation
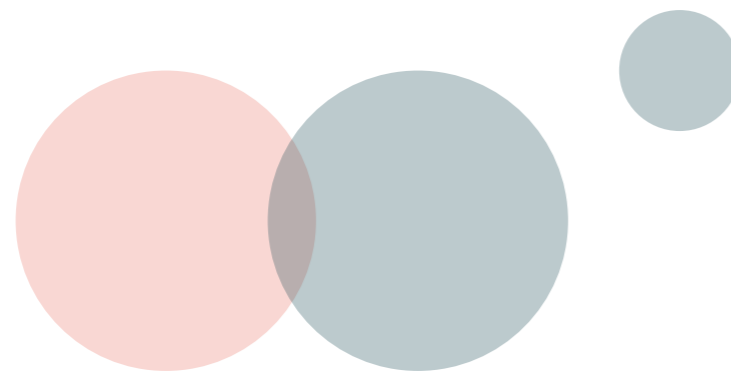
Ethnicity Insights

Beyond personal qualities and characteristics, identity is moulded by our social sphere. The people and groups with whom we associate influence the evolution of our sense of self. Tradition, heritage, ethnicity, country of origin, community and family all play a role. Our data finds that nine per cent (9%) of people consider themselves a member of an ethnic minority. Regrettably, minority ethnic and sociocultural group members face continued discrimination in the world today, as our research confirms. Eleven per cent (11%) believe that they are treated very differently at work because of their ethnic identity, 13% feel excluded and 28% consistently feel anxious in their jobs because of their ethnicity.

Ethnic discrimination can manifest in career-damaging ways. Twenty-eight per cent (28%) of employees believe that people with the same skills and knowledge but from different ethnic groups are treated differently. The 'invisible enemy', discrimination of this sort is difficult to identify on an individual level, but it comes into resolution with holistic data.

The adversity doesn't stop there; our analysis discovered that one in every five people (19%) believes that being from an ethnic minority may limit their career progression within their current organisation and that

In the workplace, discrimination can take on different forms. It can be informal, social pressure to conform to exclusionary appearance and adornment standards based on the behaviour of others: no nail polish for males; no head-scarves for Muslim women; no braids for the ethnically African. It can also be formal and institutionalised — where discrimination is systemic and codified. Air New Zealand recently made efforts to rectify institutionalised discrimination within the organisation. In June 2019 [6], it lifted its formal policy ban on (non-offensive) facial tattoos for front-line staff.

Known as 'T Moko' in Maori culture, these tattoos are considered by many to be a sacred expression of cultural identity. It's a win for Kiwi's and travellers.

Part of the challenge in addressing discrimination is that much of it is informal and non-institutionalised. Our research reveals that in the last 12 months one in five people (19%) have been bullied or harassed and 31% have felt uncomfortable at work. Sadly, these respondents believe that these experiences are a direct result of their ethnicity. Organisations need to understand the extent of these problems and take action accordingly.

18% of people feel that their organisation is not doing enough to support people of all ethnicities.

References & Notes

[6] Air New Zealand drops ban on staff tattoos

*Please note that we are unable to ask Ethnicity in all countries due to legislation

Health & Wellness Insights

Mental health and neuro non-typical profiles are some of the least accepted forms of workplace diversity 7. Over a third (34%) of people suffer from a diagnosed health condition, with 39% suffering from an anxiety or stress-related condition and 17% suffering with mental health issues, while 36% suffer from fatigue and 23% from stamina – both common symptoms of mental health.

Poor health can make people feel vulnerable enough without feeling additionally victimised by their employer. Only 60% of people with a health condition report having disclosed their health concern to their company. Of those whose company is aware, 20% feel their company is unsupportive and

57% feel that there should be more support available to them.

It is clear that people who suffer from a health condition can be made to feel particularly isolated by uncompassionate organisations. Businesses are slowly waking up to the importance of the mental and physical well-being of workers and its impact on productivity and profitability. Equally, this area provides opportunity for modern businesses to just do 'the right thing' for people.

References

[7] Poor mental health at work 'widespread'

Caregiver Insights

Care responsibilities go beyond children. Over 30% of people say that they perform special care responsibilities for spouses/partners, and 18% report the same for ageing parents or grandparents. With ageing populations and increasing life expectancies in Western markets, we could expect to see these numbers increase further. Over 60% of those people state that they have required company support to take leave to care for loved ones.

38% of carers say they feel left out at work;

the worry of caring for a loved one who requires assistance is compounded by work anxiety; which does not make for a winning combination.
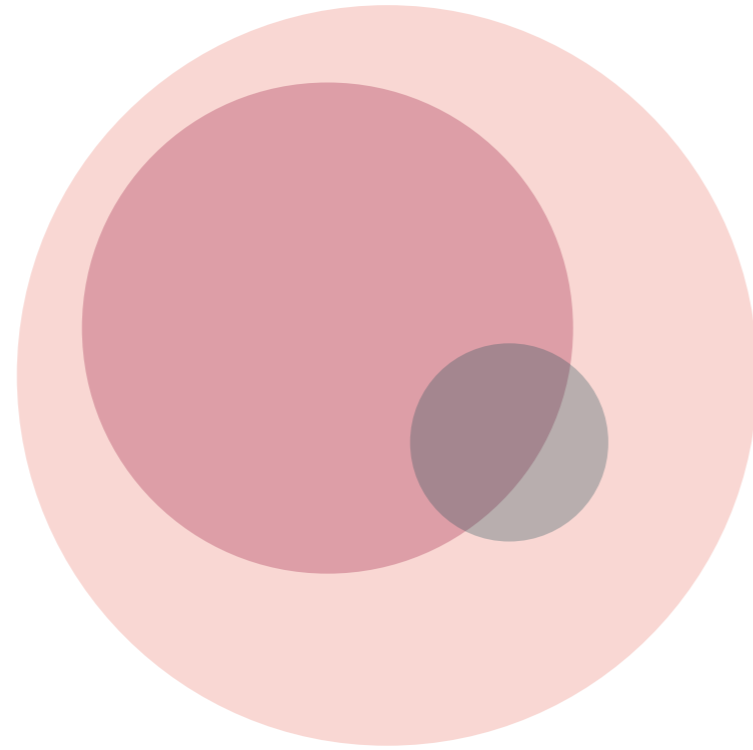
Where from here

Our research illustrates the various subgroups of people affected by discrimination around the world and the different forms of discrimination that exist. What's particularly important to consider is the concept of intersectionality – people may be part of more than one group that is subject to discrimination: minority race and LQBTQ+; older and caregiver; younger and trans; female and disabled, for example. The compounding effect of intersectionality means that people may be discriminated against in multiple ways and for multiple reasons. When interpreting The Inclusion Index, it's useful to think of the data on each diversity dimension as the minimum impact that an individual may experience.

Begin counting people, to make people count

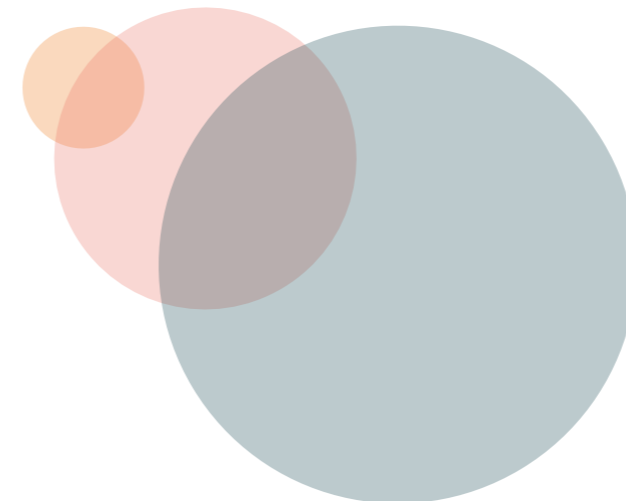**How can businesses use the Inclusion Index?**

The Inclusion Index has a range of powerful applications. A business can utilise the findings to see where to focus IDE strategies or they can leverage their proprietary data to align the organisation on a clear definition of what Inclusion, Diversity and Equality should look like. They can then plot a roadmap to reach these goals. The Inclusion Index produces a tangible metric that can help an organisation identify gaps in their own business, to understand what needs to be addressed. It also provides businesses with a consistent metric, allowing continuous measurement to evaluate progress made towards Inclusion & Diversity maturity.

By implementing this robust benchmarking tool, a company is set up to enable and measure progress on Inclusion, Diversity and Equality across their own employees but also contribute to their industry on a broader scale, there-fore make an impact beyond a specific company's transformation.

The Inclusion Index has been developed to support organisations and facilitate progressive change at a global scale. Businesses committed to progress in Inclusion, Diversity and Equality can now benchmark their start point and track their evolution to ensure that measured improvements are an accurate and real reflection of their organisations' journey to becoming a more inclusive and diverse workforce.

"If we are serious about inclusion, we have to get serious about measuring it. The Kantar Inclusion Index will quickly become the industry standard for benchmarking current practices and marking progress towards achieving equality and inclusive ways of working"

Rosie Hawkins
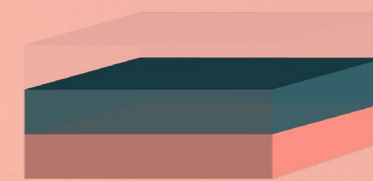**Chief Offer and Innovation Officer, Kantar**

The Inclusion Index comes with a three-tier solution for you to choose the right journey for your business:

Measure

— Templated survey approach

— Automated Power BI reporting

Analyse

— Templated survey approach

— Data review and analysis

— Automated Power BI reporting

— Customisable survey designs

— Stakeholder presentation reporting on key findings

Act

— Templated survey approach

— Data review and analysis

— Automated Power BI reporting

— Customisable survey designs

— Stakeholder presentation reporting on key findings

— Initial workshop stakeholder and consultation

— In-depth face to face interviews

— Application of additional third-party data delivering a 360 view of your brand

References

[1] Oxfam 'Reward work not wealth' Report 2018.pdf

[2] World Health Organisation 'Suicide Fact Sheet' 2018

[3] UN Women Constitutional Database 13 Oct 2014

[4] ABC News 'Iowa Woman Fired for Being Attractive Looks Back and Moves On'

[5] Ageism in the workplace 'starts at 40' for women

[6] Air New Zealand drops ban on staff tattoos

[7] Poor mental health at work 'widespread'

Notes

ABOUT KANTAR

Kantar is one of the world's leading data, insight and consultancy companies. Working together across the whole spectrum of research and consulting disciplines, its specialist brands, employing 28,000 people, provide inspirational insights and business strategies for clients in 100 countries.

For more information visit
www.kantar.com