How to drive Belonging for Women in the Workplace

Insights from the Better to Belong Study
Creating an inclusive organization where women can thrive
must be at the top of the CEO’s agenda or the talent gap will continue to grow.

The pandemic hit women the hardest.

From skyrocketing unemployment to taking on more responsibilities at home, it has never been more important to ensure equitable experiences for women.

By analyzing data from our Better to Belong research with a gender lens, we uncovered how women’s experiences in the workplace differ, and how to drive belonging so that women and organizations can both thrive.

We used our Net Better Off framework to understand employee experience across 6 key dimensions: financial, emotional & mental, relational, physical, purposeful, and employable.

We found that women are significantly less Net Better Off and report less belonging than employees overall, like not feeling respected by peers and not having a senior leader help advance their careers. Moreover, 29% of women report lower support across the talent lifecycle.

Leaders have a huge opportunity to increase women’s human potential. When they get the traditional moments that matter right, they can drive up NBO by 3.6x (compared to 3.2x overall).

Even more exciting, when leaders focus on the everyday moments that matter, they can drive human potential up almost 5x for women, the most of any group.
The pandemic hit women the hardest

From skyrocketing unemployment to taking on more responsibilities at home, it has never been more important to ensure equitable experiences for women.

Creating an inclusive organization where women can thrive must be at the top of the CEO’s agenda. If not, the talent gap will only continue to grow.
Leaders can unlock up to 5x more human potential by better managing peoples’ everyday work experiences.

We measure human potential using the Net Better Off (NBO) framework. When the right levers are pulled, NBO is maximized and belonging increases.
Leaders leave people Net Better Off (NBO) by being curious about their unique situations and the external forces (such as economic inequality, racism and environmental disasters) that shape their work lives.

When leaders support people during moments that matter
- Onboarding
- Rewards
- Transferring
- Life Events
- Leaving

and – even better – support them every day, they leave them Net Better Off (NBO).

When employees are left NBO, the right people are at the table (diversity), have access to equitable experiences (inclusion) and will thrive in a culture of belonging.

64% of work potential is explained by the six dimensions of Net Better Off

- Financial
  Being financially secure without undue economic stress or worry and having equitable opportunity for future stability and advancement

- Emotional & Mental
  Feeling positive emotions and maintaining mental wellness.

- Employable
  Having marketable, in-demand capabilities and skills to obtain good jobs and advance in the career

- Purposeful
  Feeling that one makes a positive difference to the world and that life has meaning and a greater sense of purpose beyond oneself.

- Physical
  Being in good physical health with a lack of stress

- Relational
  Feeling a strong sense of belonging and inclusion; having many strong personal relationships

- Customer-Centric
Net better off can help businesses support their workers during today’s turbulent times

It all starts with knowing what questions to ask:

<table>
<thead>
<tr>
<th>NET BETTER OFF DIMENSIONS</th>
<th>KEY QUESTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employable</td>
<td>Are we equipping people with the right adjacent skillsets to transition into higher paying jobs and explore new roles and industries?</td>
</tr>
<tr>
<td>Financial</td>
<td>Do our reward and benefit packages meet the evolving needs of our people in times of crisis and in times of abundance?</td>
</tr>
<tr>
<td>Relational</td>
<td>How do we create a sense of belonging in virtual teams? How do we ensure every voice is being heard throughout the organization?</td>
</tr>
<tr>
<td>Physical</td>
<td>What have we learned about our peoples’ physical well-being that should be adopted as best practices moving into the future?</td>
</tr>
<tr>
<td>Purposeful</td>
<td>How does our purpose evolve to meet an enlightened workforce and customer? How does our purpose come to life in our communities?</td>
</tr>
<tr>
<td>Emotional &amp; Mental</td>
<td>How can we support the ongoing mental resilience of our people when the potential trauma from the crisis may have lasting effects?</td>
</tr>
</tbody>
</table>
Why do we care about NBO?

When companies leave people net better off, they double the impact on work outcomes

Based on global data. Categories are based on performance on net better off dimensions: Leading/Bottom represent the top & bottom 25% and the average represents those in the middle.
We found 10 everyday experience levers (4 are essential) that leaders must get right.

- **Essential People Skills**
  - Empowerment
  - Communication
  - Diversity
  - Customer-Centric

- **Organizational Factors**
  - Skilling
  - Dependence
  - Governance
  - Technology

- **Individual Factors**
  - Self-Efficacy
  - Growth Mindset
Leaders can leave their people Net Better Off (NBO) by being curious about their unique situations and the external forces that shape their work lives.

Leaders should care because their employees do. A majority (57%) of employees believe their employer should leave them Net Better Off (NBO).

Unfortunately, women are significantly less likely¹ to be Net Better Off. Yet they are less likely to feel that their employers are responsible (55% vs 57% overall).

¹Mean NBO for women = 5.44, Difference significant at .05 level.
Why are women less Net Better Off than men?

Women report feeling **significantly less support** from their employers than workers overall in the traditional moments that matter like onboarding, compensation, and life events.

Twenty-nine percent (29%) of women report low support compared to 26% overall.

With the proper support, leaders can increase NBO for women over and above the average increase of 3.2x when the traditional moments are maximized.

Leaders can expect a 3.6x increase in NBO when traditional moments are maximized for women.
Why are women less Net Better Off than men?

Twenty percent (20%) of women report dissatisfaction with their job compared to 17% overall.

Women are significantly more likely to distrust their employer.

6.2% of women are unlikely to stay with their current employer, compared to 5.4% overall*.

Employers risk losing top talent when women can’t realize their potential at work.

* Statistically significant at the .05 level
People in need of skilling, LGBTQ+, race and ethnic minorities and women have the longest runway to an equitable work experience.

When everyday experiences are managed better, various levels of human potential can be unlocked.

Women have the most to gain with the opportunity to maximize their potential by 4.7x.
When workers are NBO, they are 2x more likely to feel like they belong...

unfortunately, 1/3 of employees feel they don’t belong.
Belonging means:

- having **influence** over decisions
- being **respected** by peers and managers
- feeling comfortable **speaking up**
- having a senior leader who can help **advance and grow**

38% of women feel they don’t belong at work, compared to only 34% overall*

* Statistically significant at the .05 level
Women are having different experiences in the workplace that prevents them from thriving.

Just over half (55%) of women report having a senior leader that is actively helping them grow, compared to 62% overall.
Despite the fact that 70% of women aspire to be in senior leadership, they are significantly less likely to be satisfied with the pace of advancement (81% of women compared to 84% overall).

Women are also less likely to agree they will be able to advance at the pace they want (81% of women vs. 85% overall).
What is the path forward?
Maximize what drives human potential for women, and help the entire workforce thrive.

While the essential levers are important for all people, skilling is prioritized as a key driver of human potential for women as well.

<table>
<thead>
<tr>
<th></th>
<th>Overall (N=6,998)</th>
<th>Women (N=2,437)</th>
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<tbody>
<tr>
<td>1</td>
<td>Empowerment</td>
<td>Empowerment</td>
</tr>
<tr>
<td>2</td>
<td>Communication</td>
<td>Communication</td>
</tr>
<tr>
<td>3</td>
<td>Diversity</td>
<td>Diversity</td>
</tr>
<tr>
<td>4</td>
<td>Customer Centric</td>
<td>Customer Centric</td>
</tr>
<tr>
<td>5</td>
<td>Skilling</td>
<td>Skilling</td>
</tr>
<tr>
<td>6</td>
<td>Dependence</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Self-Efficacy</td>
<td>Not significant drivers for women</td>
</tr>
<tr>
<td>8</td>
<td>Governance</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Growth Mindset</td>
<td></td>
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<tr>
<td>10</td>
<td>Technology</td>
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The path forward

To maximize the human potential of all employees, especially women, leaders should focus on getting the day-to-day experiences right -- particularly the essential levers.

Empower women to make decisions about work that works for their unique situations and provide skilling and advancement opportunities that support women’s career goals.

Be intentional about matching employees, particularly women, with leaders that can actively help them grow.

Utilize tech-enabled platforms to build community and inclusive environments that protect \textit{psychological safety} and boosts trust and empathy.
# 10 everyday experience levers:

<table>
<thead>
<tr>
<th><strong>Empowerment</strong></th>
<th>Making people feel that they have the autonomy to support advancement.</th>
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</thead>
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<tr>
<td><strong>Communication</strong></td>
<td>Sharing relevant information when people need it and delivering with empathy and transparency.</td>
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<tr>
<td><strong>Diversity</strong></td>
<td>Holding leaders accountable for welcoming, progressing and valuing the contributions all people at all levels.</td>
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<tr>
<td><strong>Customer-Centric</strong></td>
<td>Valuing and rewarding behaviors that drive positive customer experience.</td>
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<tr>
<td><strong>Skilling</strong></td>
<td>Providing opportunities for skill building to meet business objectives.</td>
</tr>
<tr>
<td><strong>Dependence</strong></td>
<td>Rules and processes that limit people's contribution to achieving desired outcomes.</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td>Practices and processes that impede people's agility.</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td>Providing the appropriate infrastructure and real-time digital support which keeps people connected.</td>
</tr>
<tr>
<td><strong>Self-Efficacy</strong></td>
<td>Believing in one's own ability to meet work demands.</td>
</tr>
<tr>
<td><strong>Growth Mindset</strong></td>
<td>Enabling people with greater ownership and influence over business outcomes.</td>
</tr>
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About the Research

Accenture Research interviewed 33 workers in May of 2020 and surveyed 6,998 workers and 3,520 customers between September and November 2020. Data was collected in 14 countries within four regions: North America, EMEA, Asia Pacific, and Latin America. The study includes responses from frontline and enablement workers and customers within seven industries which include: banking, insurance, healthcare, government, retail, telecommunications, and utilities. Factor analyses were used to determine the People Experience levers, while Linear Regression was used to determine their relationship worker outcomes.

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