Better to Belong
Equitable experiences should happen every day, for every person.
An ongoing **global pandemic.**

Conversations around **systemic racism.**

A **labor market in flux.**
Creating an inclusive organization needs to 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 people’s everyday work experiences.

In doing so, leaders can go beyond inclusion and make everyone feel like they truly belong.
What does it mean to belong?
Belonging manifests across four categories: having influence over decisions, being respected by your peers and managers, feeling comfortable speaking up and receiving sponsorship from a senior leader who can help you advance and grow.
Diversity, Inclusion and Belonging are interrelated. One does not happen without the other.
When the right people are at the table (Diversity) and have access to equitable experiences (Inclusion) all people will experience a culture of Belonging.
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

- Empowerment
- Communication
- Diversity
- Customer-Centric

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.
Why belonging matters.
Why should you care? Because your customers do. Promoters of brands believe that the companies they shop with should leave them Net Better Off (NBO).
74% of Black customers feel diverse representation within the companies they support is important (vs. 63% Asian and 68% of Hispanic customers).
69% of Promoters feel that diverse representation within the companies they support is important.
54% of Promoters feel companies they support should leave them NBO (vs. 30% of Passives and 23% of Detractors).
63% of Gen Z customers feel diverse representation within the companies they support is important (vs. 54% of Baby Boomers).
What is the path forward?
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
10 everyday experience levers:

**Empowerment**  Making people feel that they have the autonomy to support advancement.

**Communication**  Sharing relevant information when people need it and delivering with empathy and transparency.

**Diversity**  Holding leaders accountable for welcoming, progressing and valuing the contributions all people at all levels.

**Customer-Centric**  Valuing and rewarding behaviors that drive positive customer experience.

**Skilling**  Providing opportunities for skill building to meet business objectives.

**Dependence**  Rules and processes that limit people’s contribution to achieving desired outcomes.

**Governance**  Practices and processes that impede people’s agility.

**Technology**  Providing the appropriate infrastructure and real-time digital support which keeps people connected.

**Self-Efficacy**  Believing in one’s own ability to meet work demands.

**Growth Mindset**  Enabling people with greater ownership and influence over business outcomes.
When workers are NBO, they are **2x more** likely to feel like they belong...

unfortunately, **1/3** of employees feel they don’t belong.
The good news? By getting the traditional moments that matter right, leaders can drive up NBO scores by up to 3.2x.

Even better: When you get the day-to-day experiences right, you can increase NBO even more, by up to 5x.
We still have a long way to go.
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.
Leaders can begin to foster a sense of belonging by focusing on the essential people skills.
Give your people power

Change the narrative around work and recognize that today’s workers need autonomy, not a task list.

Give people opportunities to succeed and agency over their outcomes. Our “Future of Work” research has shown that empowerment by way of autonomy increases overall well-being.

To feel empowered, people must be confident in their business acumen. Employ skilling efforts to train your people in hard and soft skills to make meaningful contributions in organizations.
Systemically embed diversity and inclusion

Be intentional about recruiting (for example, widen sourcing pools by inviting ERGs to participate in the process). This will create new opportunities to infuse DEI into every aspect of the business—from development to retention to growth and beyond.

Own where you are in the DEI journey, and implement actions (e.g., conduct parity studies at the intersection of gender and race) to create equitable advancement pathways for all talent.

Pull the experience levers that influence how much people feel they belong in the workplace. It’s not just about having people from diverse backgrounds to meet quotas and goals, instead it’s leveraging and valuing what your diverse talent can bring to the table.
Engage with empathy and transparency

Use tech-enabled engagement platforms to build community among all workers, including in-office, hybrid and remote workers. The goal is to break down barriers between workers to engender a sense of connection, trust and transparency.

When setting goals, don’t be afraid to share your data. Be transparent with where your company is in the journey. This will not only open up a dialogue but reveal actions the company can take to bridge the gap.
Prioritize customer-centricity

Prioritize recruiting individuals with a customer-centric mindset. Building a workforce with the right mindset will sustain this mentality within the company culture.

Connect talent to customer outcomes by helping them see the human needs of those they are working to serve. Reward customer-centric behaviors.
For more information

ACKNOWLEDGMENTS

Research Lead: Tchicaya Ellis Robertson, Ph.D.
Marketing Content Lead: Courtney Bonanno

PROJECT TEAM

Kelly Monahan, Reggie Romain, Corbin Lazier, Pragati Sharma, Juliana Azuero, Janet Krstevski, Nandini Nayak, Gail Strachan, Ryan Weeks, Issam Alanqar, Ilhan Scheer, Alex Schaper, Paige Walker, Justin Chatigny, Heather Spring, Karen Saverino, Tracey Seward, Marjorie Arnold, Noelani Kimura, Rachel Trignano, Harish Kumar, Melissa Wehmeyer, Group SJR
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.

About Accenture
Accenture is a global professional services company with leading capabilities in digital, cloud and security. Combining unmatched experience and specialized skills across more than 40 industries, we offer Strategy and Consulting, Interactive, Technology and Operations services—all powered by the world’s largest network of Advanced Technology and Intelligent Operations centers. Our 537,000 people deliver on the promise of technology and human ingenuity every day, serving clients in more than 120 countries. We embrace the power of change to create value and shared success for our clients, people, shareholders, partners and communities.

Visit us at www.accenture.com

About Accenture Research
Accenture Research shapes trends and creates data driven insights about the most pressing issues global organizations face. Combining the power of innovative research techniques with a deep understanding of our clients’ industries, our team of 300 researchers and analysts spans 20 countries and publishes hundreds of reports, articles and points of view every year. Our thought-provoking research—supported by proprietary data and partnerships with leading organizations, such as MIT and Harvard—guides our innovations and allows us to transform theories and fresh ideas into real-world solutions for our clients.

For more information, visit www.accenture.com/research