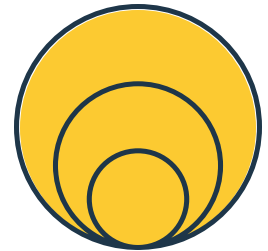




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Diversity + Equity + Inclusion \neq Belonging

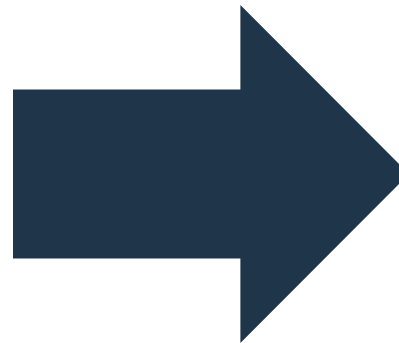


The Number of Employees Who Experience DAILY Workplace Toxicity



1 in 5 Employees

**When Left
Unchecked**



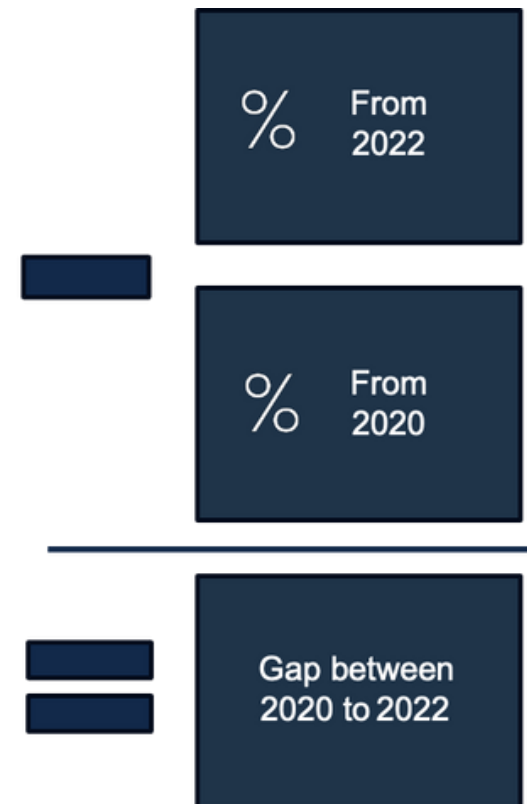
3 in 5 Employees

What's the Problem With This?

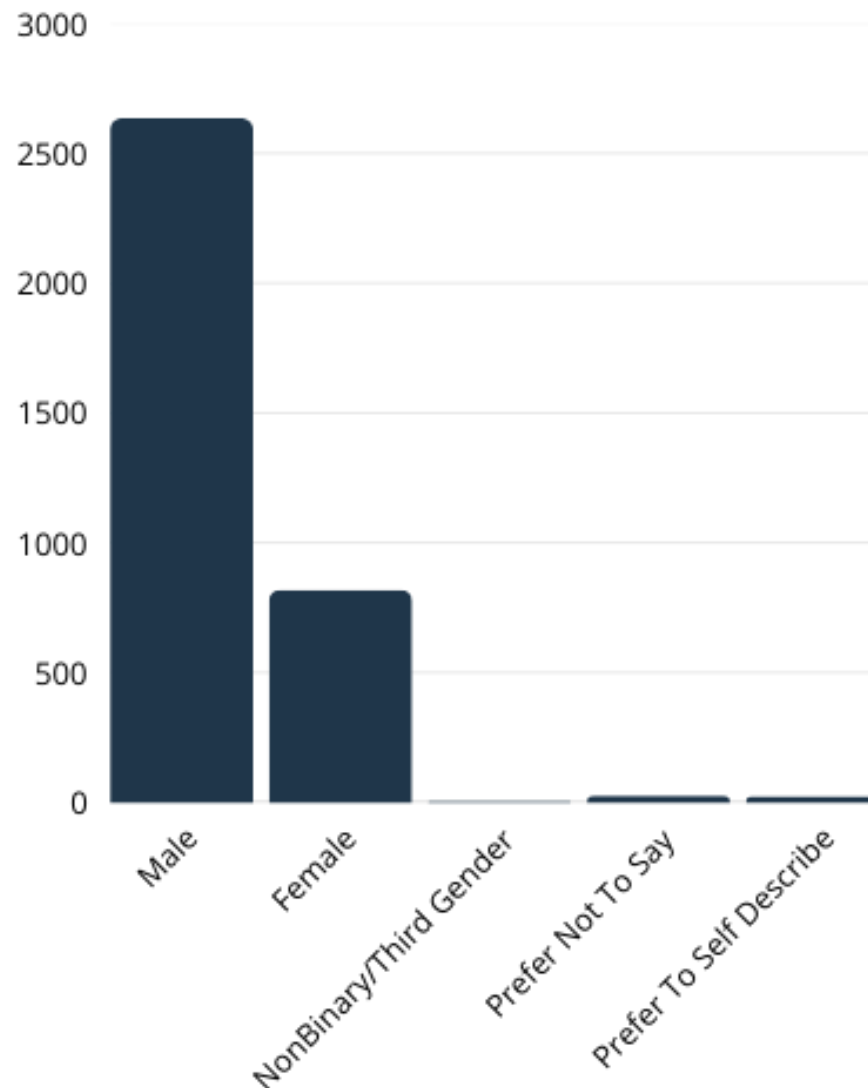
D&I	2022	2020	Gap
This is a psychologically and emotionally healthy place to work.	60%	71%	-11%
People here are treated fairly regardless of their age.	91%	88%	3%
I can be myself around here.	79%	82%	-3%
People here are treated fairly regardless of their race.	96%	95%	1%
People here are treated fairly regardless of their gender.	89%	94%	-5%

Equity	2022	2020	Gap
Everyone has an opportunity to get special recognition.	66%	70%	-4%
People here are paid fairly for the work they do.	69%	72%	-3%
Promotions go to those who best deserve them.	58%	71%	-13%

Belonging	2022	2020	Gap
I feel like I belong here.	64%	70%	-6%



What's the Problem With This?



Multiplicative Mediated Analysis

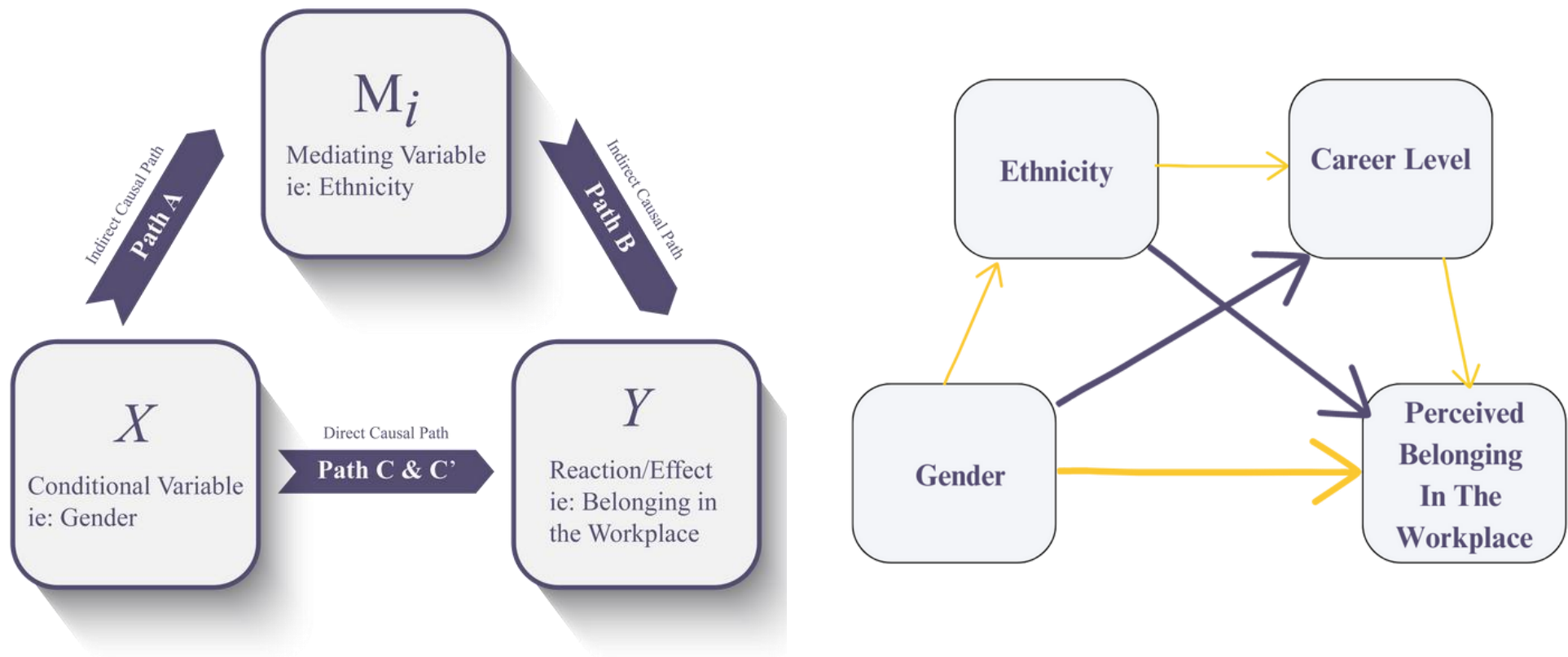


Figure 5. Basic Mediation Model demonstrating the direct effect (Path c & c') the conditional variable X causes the effect of variable Y. Additionally, the indirect effect (Path a & b) the conditional variable has through the mediating variable causing the effect of Y (Hays, 2022).

Belonging Survey Results

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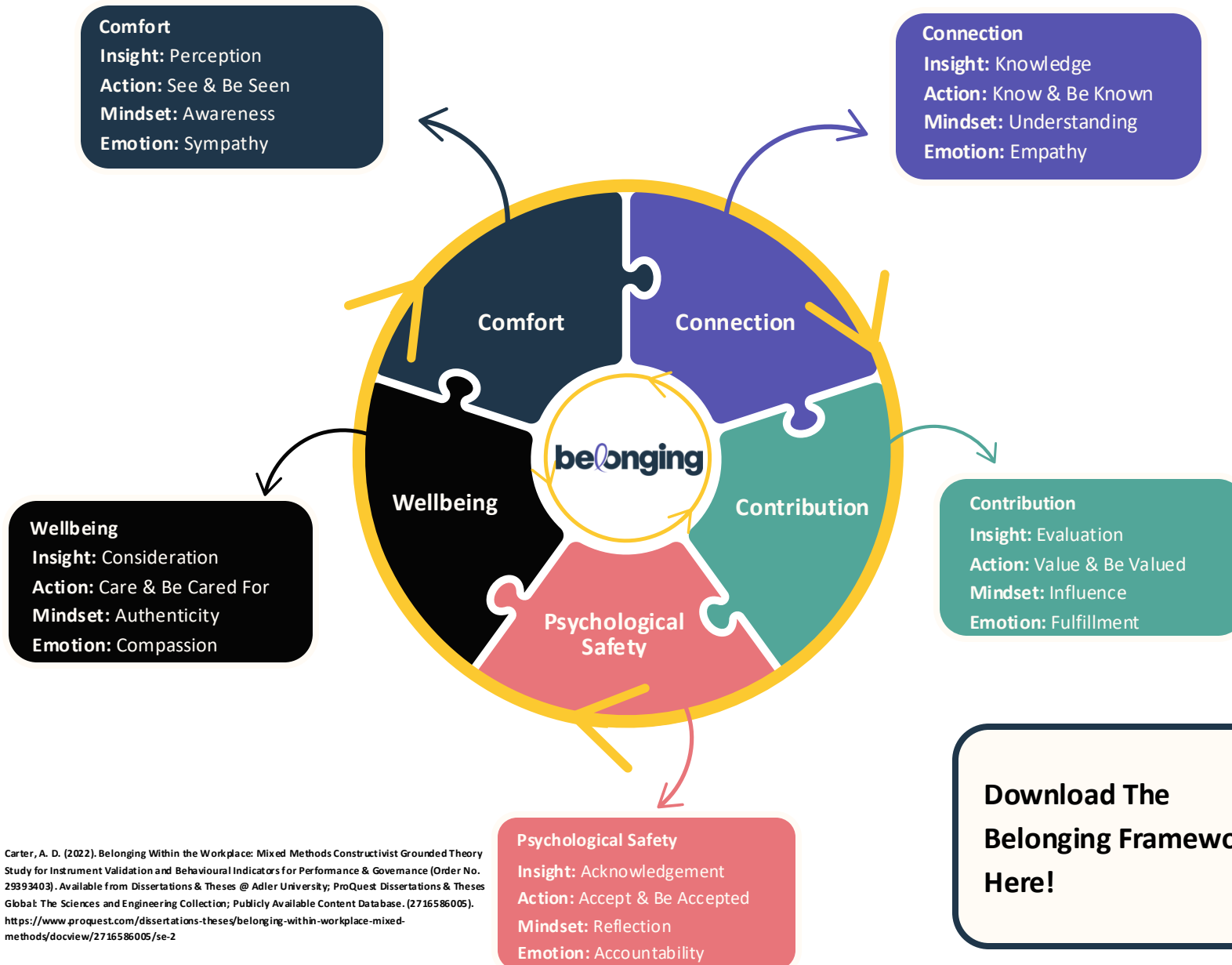
	2021			2023			Difference Between 2021-2023		
	Mean Score	OutGroup Score	Gap Score	Mean Score	Outgroup Score	Gap Score	Mean Score	Outgroup Score	Gap Score
Comfort	79%	53%	-26%	82%	77%	-5%	+3%	+24%	+19%
Connection	82%	55%	-27%	80%	75%	-5%	-2%	+20%	+22%
Contribution	73%	49%	-24%	77%	73%	-4%	+4%	+24%	+20%
Psychological Safety	74%	48%	-26%	77%	73%	-4%	+3%	+25%	+22%
Wellbeing	58%	41%	-17%	68%	64%	-4%	+10%	+23%	+13%
Belonging	73%	49%	-24%	77%	72%	-5%	+4%	+23%	+19%



The Foundations of Belonging

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Carter, A. D. (2022). Belonging Within the Workplace: Mixed Methods Constructivist Grounded Theory Study for Instrument Validation and Behavioural Indicators for Performance & Governance (Order No. 29393403). Available from Dissertations & Theses @ Adler University; ProQuest Dissertations & Theses Global: The Sciences and Engineering Collection; Publicly Available Content Database. (2716586005). <https://www.proquest.com/dissertations-theses/belonging-within-workplace-mixed-methods/docview/2716586005/se-2>





Contribution

Insight: Evaluation

Action: Value & Be Valued

Mindset: Influence

Emotion: Fulfillment

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Belonging Framework
Here!



“That’s a great point, [Name]. Your perspective adds real value here — I hadn’t considered it that way before.”

Simple. Respectful. Game-changing.

**The demand for social and emotional skills will
rise for 24% by 2030.**

HBR, 2024

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