COLLOQUIUM ON GLOBAL DIVERSITY

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MEET YOUR PRESENTERS

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EMPLOYEES EXPECT MORE FROM THEIR LEADERS AND ORGANIZATIONS.

A new kind of inclusive leadership can help leaders at all levels build bridges between their people and the organization.

If they don’t, organizations risk losing their most powerful predictor of performance: their talent.
At any given time, some people are thriving while a big majority is languishing.

- 85% of people say their well-being has declined since the pandemic
- 60% of Gen Z (ages 18-25) say they are merely surviving or flat-out struggling right now
- Only 26% of leaders create psychological safety in their teams
- 40% of employees more likely now than a year ago to consider a new job with better benefits

Disruption can shift people across the continuum.
The connection between wellbeing and belonging matters more than ever.

Three Insight Themes:

1. The connection between wellbeing and belonging
2. Impacts of well-being on unique subgroups
3. Inclusive leadership matters more than ever
THE CONNECTION BETWEEN WELLBEING & BELONGING
A LENS INTO THE HUMAN EXPERIENCE

COVID declared pandemic

Mental health rises as a global concern

George Floyd’s death

COVID-19 vaccine rollout begins

Atlanta shootings

Well-being Over Time

Source: BetterUp Labs, member coaching sessions across all BetterUp customers
UNDERREPRESENTED GROUPS HIT HARDER

1.6X MORE LIKELY TO HAVE LOW BELONGING

Belonging bolsters well-being

High Belonging - Low Belonging

Well-Being

Time
IMPACTS OF WELL-BEING & UNIQUE SUBGROUPS
### Coaching topic trends for diverse populations

<table>
<thead>
<tr>
<th></th>
<th>Career development</th>
<th>Communication</th>
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<th>Time management &amp; Productivity</th>
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### Color Legend
- Low
- Moderate
- High
WELL-BEING SUPPORT IS CRITICAL

When women are supported

- **Well-being**
  - Low support
  - High support

- **Intent to stay**
  - Low support
  - High support

+17%  +31%
WELL-BEING SUPPORT IS CRITICAL

When women are supported

- Well-being: +17%
- Intent to stay: +31%

When parents are supported

- Well-being: +28%
- Intent to stay: +13%
INCLUSIVE LEADERSHIP MATTERS MORE THAN EVER
INCLUSIVE LEADERSHIP LOOKS DIFFERENT UNDER HYBRID WORK

Profile of an inclusive leader

- Relationship building
- Alignment
- Encouraging participation
- Empathy
- Social connection
- Recognition

Pre-COVID-19 vs Post-COVID-19
... and it matters more than ever

The overall predictive power of inclusive leadership on an employee belonging has increased by 26% since the start of the pandemic.
A new kind of inclusive leadership for a new world of work

To navigate this new world of work, we need a new kind of inclusive leadership.

Insights from over

Organizations are now at a crossroads. Pre-pandemic thinking can’t solve new business challenges or address shifting employee expectations and needs.
Thank you
erin.eatough@betterup.com
... BUT BELONGING IS IN PERIL

Leading into the mass exodus of talent in April 2021, the aggregate sense of belonging among workers recently dipped to its lowest levels since the pandemic began, and continues to trend down.
Impact of psychologically safe teams for racial and ethnic minorities

- Low psychological safety
- High psychological safety

Belonging
Sense of connection
Sense of support
What drives human transformation?

Developing uniquely human values, mindsets and behaviors

- Upskilling
- Behavior Change
- Human Transformation
  - Identity
  - Mindsets
  - Psychological resources
Wellbeing & The role of People Leaders

Given remote work arrangements tend to be preferred by certain populations, such as working mothers relative to working fathers, not providing the right support for managers to develop new inclusive leadership skills could harm DEIB efforts, and the organization, for years to come. Yet managers tend to be under-supported — economically, emotionally, and in organizational resources — especially middle and frontline management. Add to that, managers are often now expected to be a source of support around mental health. In fact, 35% of organizations now rely on the manager to communicate with their teams about mental health.

Whether managers are equipped for this role is debatable. BetterUp has been tracking employee well-being across BetterUp Members since the beginning of the pandemic, reflecting more than 22,000 data points, and we found that the lowest point for well-being occurred in June 2020 and had stabilized by spring 2021. Despite the rebound, the challenges from the pandemic are still reverberating for frontline managers. They’ve had a slower recovery of well-being relative to both individual contributors and higher level managers.

Well-being improvement since last spring

- Frontline managers
- Individual contributors
- Managers of managers

0% 0.02% 0.04% 0.06% 0.08% 0.1%
A lens into the human experience

- COVID declared pandemic
- Worldwide social unrest
- Mental health rises as a global concern
- Increase in public violence
- COVID-19 vaccine rollout begins

Well-being Over Time

Source: BetterUp Labs, member coaching sessions across all BetterUp customers
BetterUp’s Evidence-based Whole Person Model

- **Mindsets**: e.g., Self-Efficacy, Growth-Mindset, Self-Awareness
- **Behaviors**:
  - Motivating Others
  - Guiding Others
  - Including Others
- **Thriving**:
  - Cognitive Thriving
  - Emotional Thriving
  - Social Thriving
  - Physical Thriving
- **Outcome s**: e.g., Performance, Engagement, Satisfaction
Deep-Dive into Thriving and Inspiring Behaviors

Thriving as a Person

Cognitive Thriving
Cognitive Agility, Focus, Strategic Planning

Emotional Thriving
Emotional Regulation, Self-Compassion

Social Thriving
Social Connection, Authenticity, Empathy

Physical Thriving
Physical Activity, Nutrition, Rest

Inspiring as a Leader

Motivating Others
Empowerment, Recognition

Guiding Others
Alignment, Coaching, Problem Solving

Including Others
Encouraging Participation, Relationship Building

Behaviors

Personal Thriving

Cognitive Thriving
Emotional Thriving
Social Thriving
Physical Thriving

Guiding Others

Motivating Others

Including Others
# Mindsets Definitions

<table>
<thead>
<tr>
<th>Measure</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Self-Efficacy</td>
<td>The extent to which we believe that we are capable of achieving our goals.</td>
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<tr>
<td>Growth Mindset</td>
<td>The extent to which we desire to learn and grow. People with a growth mindset perceive ability as a malleable skill rather than a fixed way of being.</td>
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<tr>
<td>Locus of Control</td>
<td>The extent to which we believe that what happens in life is determined by one's own actions. People who have a strong internal locus of control tend to be more motivated to set and achieve goals than people who have a weaker locus of control.</td>
</tr>
<tr>
<td>Self-Awareness</td>
<td>The extent to which we direct our consciousness to focus on the self. We must be aware of our behaviors in order to set strategic personal goals and work towards achieving them.</td>
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<tr>
<td>Dimension</td>
<td>Sub-dimension</td>
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## Inspiring Behaviors Definitions

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<td>Motivating Others</td>
<td>Empowerment</td>
<td>The extent to which we enable others to make decisions and control how they manage their work. Empowering others elevates them to experience greater personal accomplishment and increased satisfaction.</td>
</tr>
<tr>
<td></td>
<td>Recognition</td>
<td>The extent to which we recognize the contributions of others and offer individualized person-centered consideration to support their efforts and growth. Recognizing others elevates their sense of personal accomplishment and motivates stronger performance.</td>
</tr>
<tr>
<td>Guiding Others</td>
<td>Alignment</td>
<td>The extent to which we align the goals and processes of individuals and the team to create clarity and a shared vision. These Behaviors lead to a cohesive, driven, and well-guided team that is equipped to achieve organizational goals.</td>
</tr>
<tr>
<td></td>
<td>Coaching</td>
<td>The extent to which we facilitate insight and encourage enthusiasm to support the success and development of others. Coaching Behaviors lead individuals to achieve organizational goals while also improving employee satisfaction.</td>
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<tr>
<td></td>
<td>Problem Solving</td>
<td>The extent to which we solve difficult problems creatively and strategically by collecting pertinent information, developing an informed strategy, and identifying the optimal path forward. Successful leaders engage in strategic problem-solving that drives organizational success.</td>
</tr>
<tr>
<td>Including Others</td>
<td>Encouraging Participation</td>
<td>The extent to which we actively encourage the participation and engagement of everyone on the team to promote a diverse and cohesive workgroup. Encouraging participation is related to greater knowledge sharing behaviors, which enhances inclusivity and drives creative problem-solving and innovation.</td>
</tr>
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<td></td>
<td>Relationship Building</td>
<td>The extent to which we build and maintain meaningful leadership and social relationships with coworkers that create a vibrant social network. The building of these quality relationship networks is important to be able to promote open communication and create an environment of inclusivity.</td>
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# Outcomes Definitions

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<tr>
<td>Engagement</td>
<td>The extent to which individuals experience a positive and fulfilling state at work characterized by vigor, dedication, and absorption at work.</td>
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<tr>
<td>Purpose</td>
<td>The extent to which we experience a sense of personal meaning associated with what we do at work.</td>
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<tr>
<td>Job Performance</td>
<td>The extent to which we fulfill our job requirements.</td>
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<tr>
<td>Life Satisfaction</td>
<td>The extent to which we are fulfilled in our lives.</td>
</tr>
<tr>
<td>Productivity</td>
<td>The extent to which we feel productive</td>
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<tr>
<td>Stress</td>
<td>The extent to which we experience tension as a result of personal and work circumstances.</td>
</tr>
<tr>
<td>Work-Life Balance</td>
<td>The extent to which we strike a balance between work and life roles.</td>
</tr>
<tr>
<td>Resilience</td>
<td>The extent to which we can recover quickly from stressful experiences.</td>
</tr>
<tr>
<td>Goal Attainment</td>
<td>the extent to which we achieve our personal and professional goals.</td>
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