

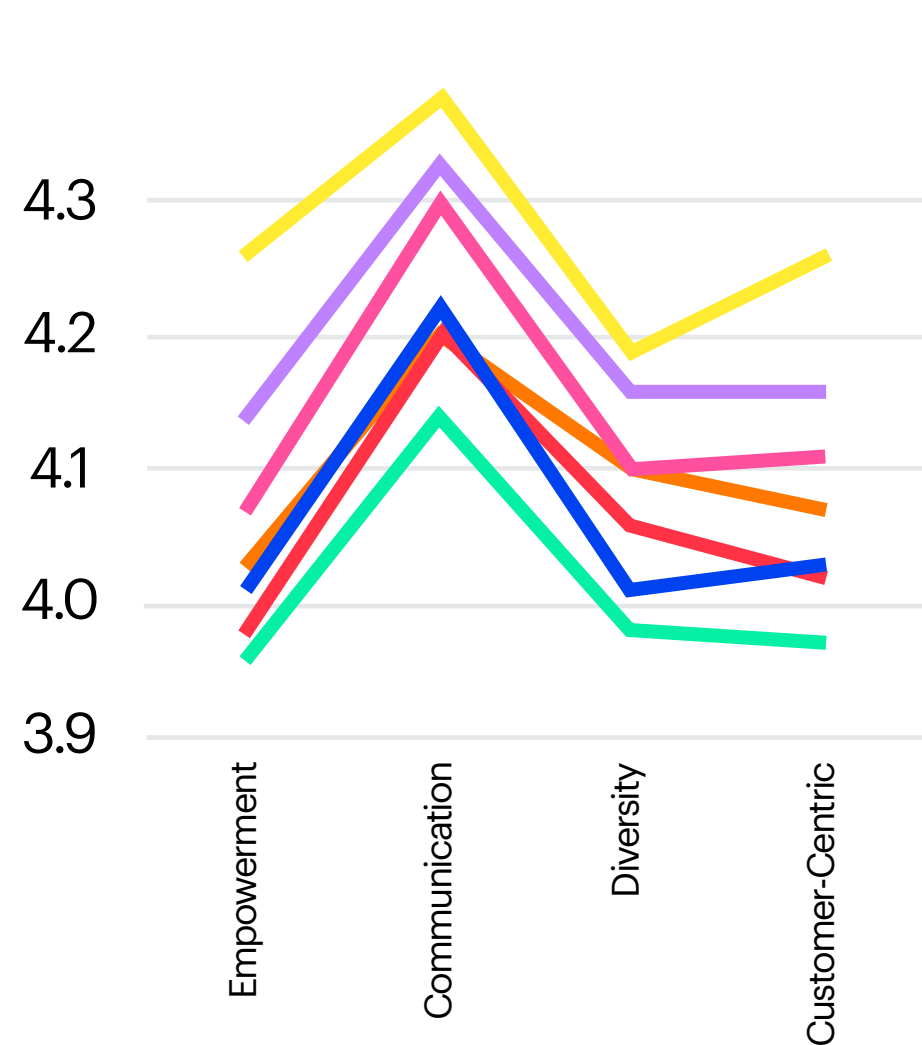
Belonging Looks Different Across Industries

Belonging is relatively low for all workers, specifically those in the Healthcare and Retail industries. Workers in Insurance and Public Service are most likely to feel like they belong. This explains why workers in Healthcare and Retail are also struggling to be Net Better Off (NBO), scoring significantly lower than those in other industries.

5.82	5.69	5.60	5.59	5.49	5.42	5.35
Insurance	Telecoms	Public Service	Banking	Utilities	Retail	Health

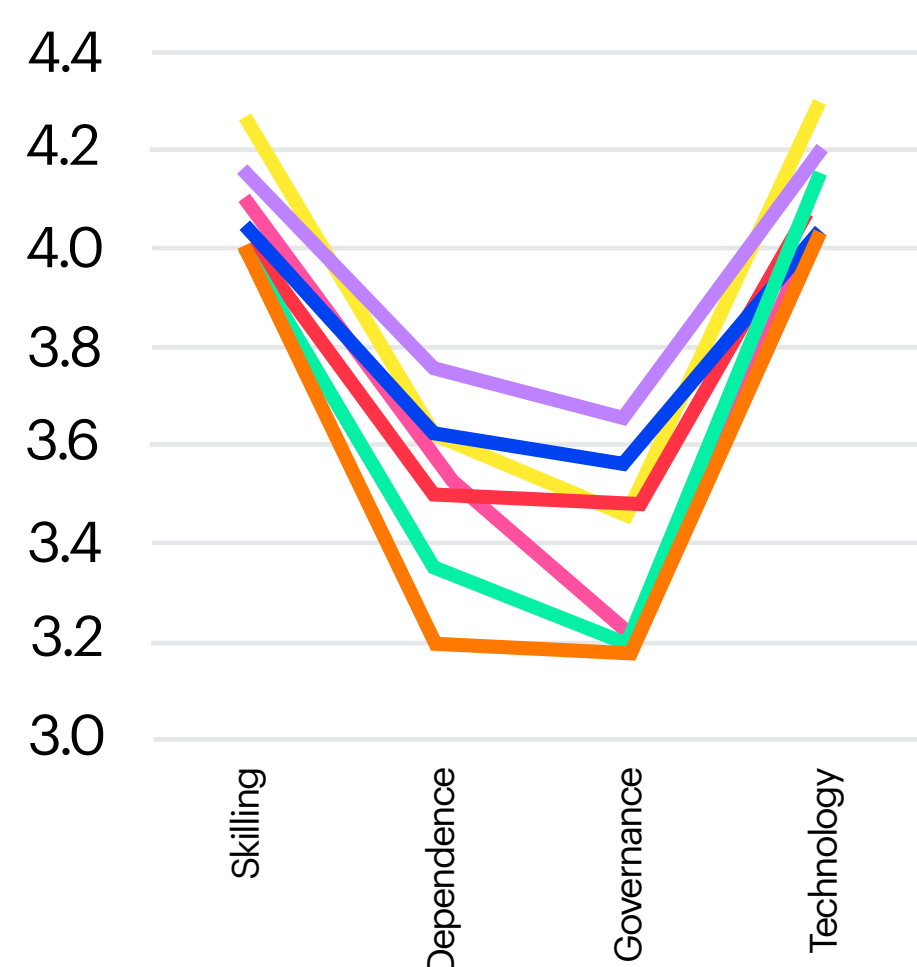
Customer interactions count

Workers in Telecoms and Insurance rate their companies' customer-centricity significantly higher than other industries. The quality of the customer experience can be explained by the level of interactions between the customer and worker. In Retail and Healthcare, customer interactions are highly dynamic and influenced by more than employee behavior. This can put immense pressure on workers. It's no coincidence that the people who score the lowest on NBO are the same people who rate their own levels of empowerment the lowest.



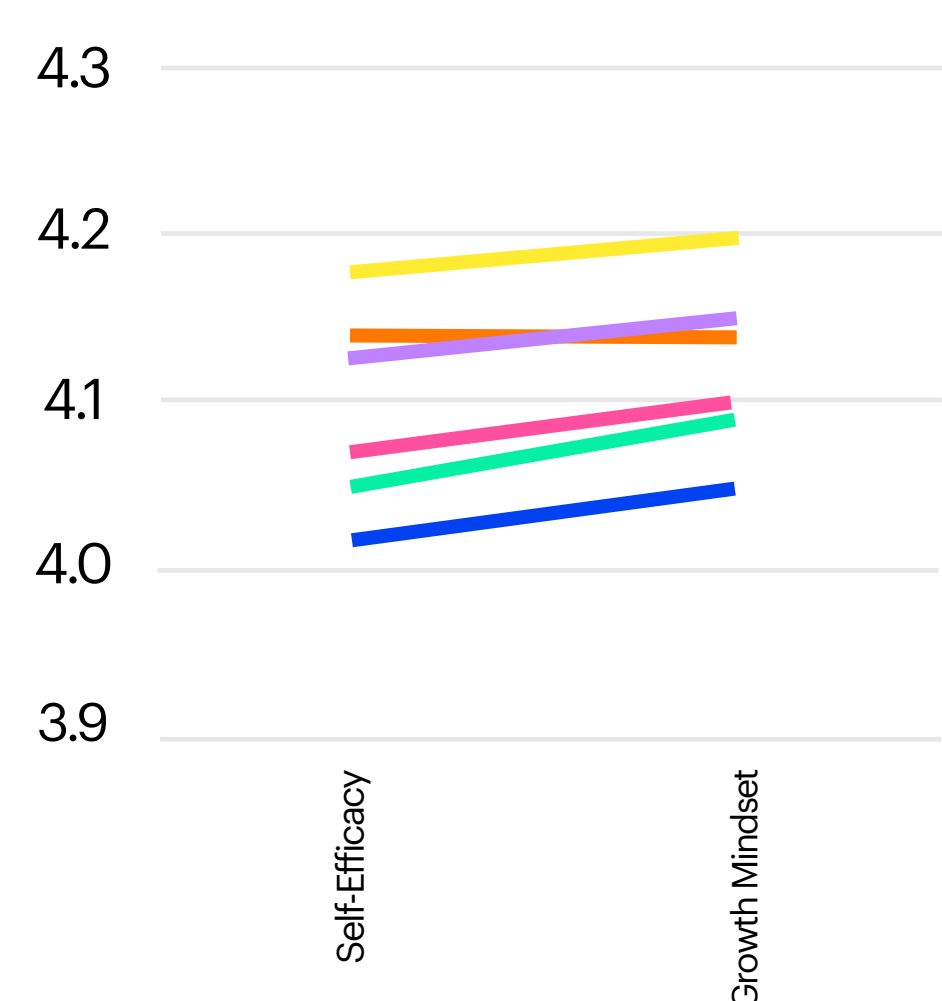
Workers need access to skills and technologies

Insurance workers report more access to skilling and technology and experience fewer roadblocks (such as governance), which supports the fact that they report the highest levels of NBO. On the other hand, Telecom workers have the most roadblocks, rating themselves significantly more dependent on others at work.



Leaders should encourage a growth mindset

Insurance workers are much more likely to say they have growth mindsets. Conversely, Utility workers rate their self-efficacy and growth mindsets as significantly lower than those in all other industries, which might explain why they also score relatively low on NBO compared to workers in other industries.



Note: Retail and Healthcare scores are identical.

Banking Telecoms Public Service Insurance Retail Health Utilities

The bottom line

If leaders want to leave their people NBO, they need to focus on getting the essential people skills right. That means giving your people power, holding leaders accountable for achieving inclusion goals by systemically embedding diversity in everything you do, engaging your people with empathy and transparency, and prioritizing customer-centricity.

Note: NBO is measured on a scale of 1 to 7. Higher scores equate to higher NBO. Mean scores are reported at the industry level.