

Cognizant Reports

## What It Means to Belong @ Work

The feeling of belonging in the workplace is as vital to individuals as it is to organizations — and even more important than pay, according to our recent research. Here's what matters most to employees when it comes to creating a professional culture of belonging.

Produced in partnership with





# Executive Summary

A belonging workplace is one that is sensitive to the needs and desires of all stakeholders, and where all voices are heard and appreciated. What could be more important than this at a time when our differences are often misunderstood and amplified? And what's more important than feeling valued by those with whom we work, up and down the organization?

To better understand the importance of belonging at work, we asked nearly 11,000 full-time workers worldwide — across genders, generations, geographies and organizational hierarchies — to tell us what belonging means to them. (For more on the study, see our methodology, page 18.) Our research reveals that belonging is indeed a universal human need and that it is as valuable, if not more so, than pay.

Moreover, our research indicates that belonging is as vital to the individual as it is to the organization. Our respondents said that a warm and welcoming workplace motivates them to work more productively and innovatively. Belonging, therefore, is as important as having a breakthrough product or service, a differentiated business plan, a modern digital core or a customer-centric sales and marketing approach.

As such, a diverse and inclusive workplace transcends the principle that belonging is a cultural attribute of merely “doing good.” Our research lays out the evidence that organizations can “do well by doing good.”

To solve the grand business and societal challenges of our accelerating digital age, our organizations need people with a variety of skills, educational/cultural backgrounds, and experiences. Making our workplaces warm, welcoming and tolerant of differences will make us attractive to the talent we so desperately need to achieve a cohesive and sustainable world. Getting there will take careful forethought, conscious planning and effective execution – at the organization, team and individual levels.

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## Belonging is a universal human need

As social scientist Brene Brown wrote, “... belonging is an irreducible need of all people.”<sup>1</sup> In fact, when asked who we are, we often reply by describing our relationships with the people and places that are important to us: our families, friends, communities, countries – and employers. Belonging, quite simply, is the language of humanity.

Our survey revealed interesting attitudes on what belonging means in a professional sense across genders, generations, geographies and workplace hierarchies. While there is some regional variation, 92% of respondents overall said it was important to “feel like you are appreciated for who you are and what you can contribute” (see Figure 1, next page). Given that most people will spend a substantial portion of their adult lives in a professional work environment, it should come as no surprise that, globally, we have a consuming need to feel a sense of belonging at our place of work.

While it’s clear that belonging is important, just how important is it, particularly in the context of the work environment?

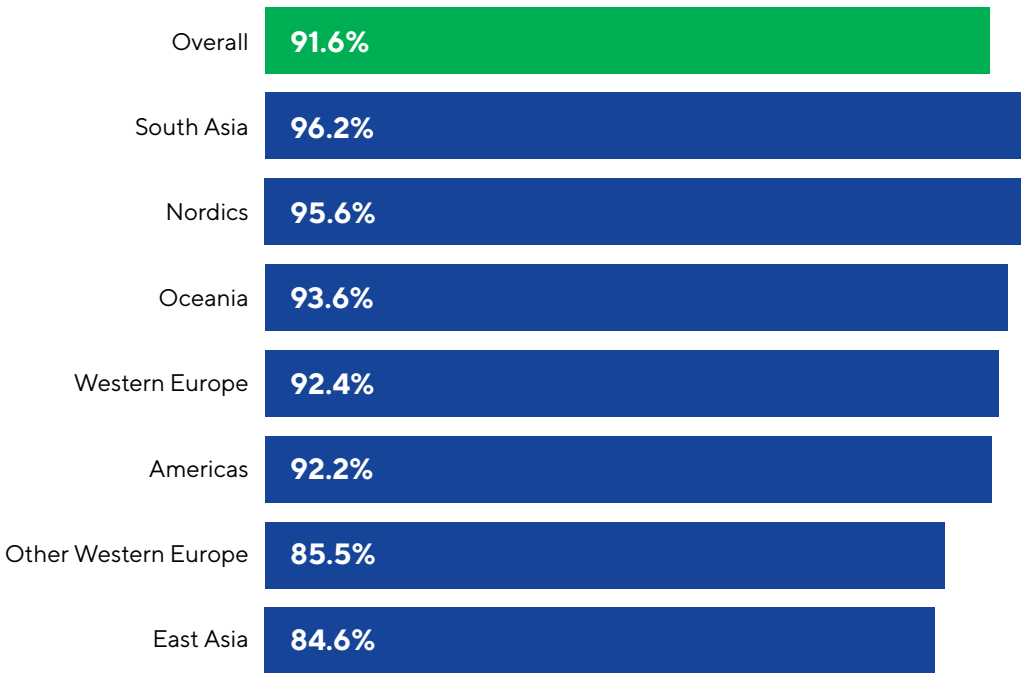
We asked respondents to choose the more important factor in making a job choice: feeling appreciated and that you could contribute, or the specific salary offered. Overall, 62% of respondents said belonging was more important than salary. The issue of belonging is significantly more important for Gen X and Gen Y managers (see Figure 2, next page). For these groups, it’s not enough to have a seat at the table or even to have a voice; it’s about knowing their voice is valued and that they can contribute.

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## The importance of belonging

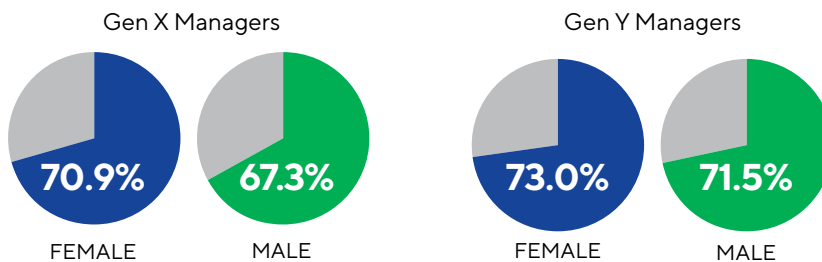
At work, how important is it that you feel like you belong?



Note: Percent of respondents who said "very important," "important" or "somewhat important."  
 Response base: 10,822  
 Source: Cognizant & Microsoft  
 Figure 1

## Feeling valued outshines pay

When making a job choice, feeling like I will be appreciated and can contribute is more important than the salary offered to me.



Note: Percent of respondents who said they "agree" or "somewhat agree."  
 Response base: 2,721  
 Source: Cognizant & Microsoft  
 Figure 2

### People speak about belonging

"I feel very blessed to work where I do because the environment and community is one of the best I've found."

– Gen Y manager, Americas

"I already feel as though I belong and I'm accepted for who I am."

– Gen X manager, other Western Europe

"I feel connected to my work."

– Gen Y manager, South Asia

"[My workplace] makes me feel like I belong. We are all like family."

– Gen Y individual contributor, Oceania

## Workplace belonging is not a fuzzy concept — it's concrete

It's not enough to be employed by an organization that mirrors our own values.

Respondents told us that the feelings generated by being welcomed, included, valued and connected all contribute to their sense of belonging. These feelings are nurtured by work teams and operationalized by the specific behavior patterns of leaders and co-workers.

In our study, we created four scales — feeling welcome, feeling included, feeling valued and feeling connected — to represent the different aspects of belonging. On a global basis, each scale showed strong correlations with the others and with reported feelings of belonging.

**I Feeling welcome:** The need for social acceptance influences almost everything we do, including our willingness to be connected to our employer. Factors that contribute to an inviting organizational culture include seeing people who are similar to ourselves, sensing we could be successful based on what we see and hear, and feeling that the company fits with our “personality.” The act of being welcomed into an inclusive organization signals that we are wanted.

The San Francisco office of global design and innovation business IDEO leaves new employees with no doubt that they are welcome and wanted and that they fit in the culture. IDEO recognizes that the first months on a new job can create as much anxiety as anticipation for many people. The company's unique “Interview Process” (enter + interview) is designed to create a sense of belonging — on day one. All IDEO employees who interview the new hire are asked to fill out a written comment card that says, “Dear (employee name), we think you are kind of a big deal, and here's why.”<sup>2</sup>

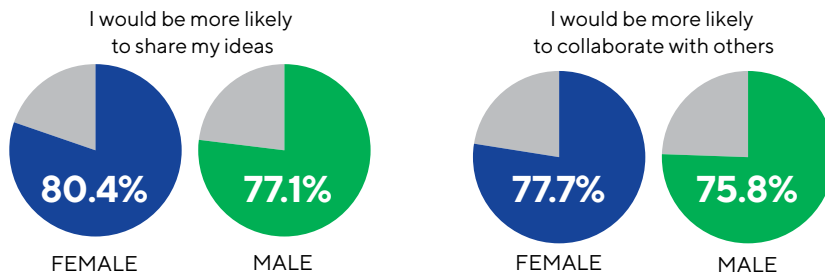
**I Feeling included:** Our self-confidence and motivation are heavily influenced by whether we are included in the processes and decision-making that directly affect our work. Feeling included is about having the resources we need to do our work, as well as having our ideas and opinions actively solicited and acted upon. The act of being included signals that we are important — that our work matters.

Over the years, USAA, a large financial services group of companies, has developed a set of formal and informal mechanisms for engaging employees in an ongoing dialog about their work. An online platform serves as a forum for the company to pose questions to its employees about various business challenges and innovation opportunities. In turn, employees are encouraged to initiate discussions on their own and vote on differing ideas.

Complementing this process are regular pulse surveys designed to capture feedback on specific initiatives occurring in the company, as well as an annual engagement survey. Finally, “Pride Teams” offer a rotating set of USAA employees nominated to represent their area of the business with a face-to-face, grassroots feedback process with the leadership team. By leveraging multiple communication and feedback channels, USAA can draw upon a diverse set of backgrounds, skills and perspectives to help increase individual and organizational performance.<sup>3</sup>

## Business benefits of belonging

In what ways do you think your employer would benefit most by fostering a sense of belonging for employees?



Note: Percent of respondents who said they “agree” or “somewhat agree.”

Response base: 10,822

Source: Cognizant & Microsoft

Figure 3

**I Feeling valued:** How do we know we’re valued for who we are at work? We know it when we can authentically be ourselves; when we think it’s safe to take risks; when our co-workers and managers respect and care about us as individuals; and when there is an environment of trust. If we can bring our differences to work, and those differences are valued — that’s when we can contribute our personal best.

A growing body of social psychology research reveals that we as human beings are highly attuned to the social signals others give us regarding our value in the workplace.<sup>4</sup> We monitor and track the quality of our relationships, and when we sense disapproval, rejection or invisibility, we experience negative emotions and a loss of self-esteem. The question of whether to reveal and bring our “authentic self” into the workplace is particularly salient for the LGBT+ community.

Despite the growing awareness of the inclusion struggles faced by this diverse community in the workplace, many employers are ill-equipped to respond. As a result, LGBT+ associates and their allies look for inclusive policies and practices — such as dress codes, pronoun and name usage, gender-neutral bathrooms, gender literacy training, employee resource or affinity groups, and benefits for same-sex partners — as important early signals about their value as employees in the workplace.

If we can bring our differences to work, and those differences are valued — that’s when we can contribute our personal best.

Creating a shared language around gender is a small but important step toward inclusion.

In 2018, human resource management software vendor Workday made it possible for users to update their personal profiles with their proper pronouns and gender identity. Employees can now choose from 20 options, including cis gender, non-binary and gender-fluid.<sup>5</sup> For organizations with large global or remote workforces, where staffers might not be familiar with their colleagues' names and associated genders, pronoun sharing can make collaboration easier.

While this may seem like a long overdue move, it's important to remember that publicizing preferred pronouns needs to be voluntary. Not only do we need to respect where people are in their personal journey, but gender norms also vary dramatically across organizations, geographies and cultures. The overriding reason to address this issue is simple: It's the right thing to do.

**I Feeling connected:** Our personal connections with colleagues and managers are an important part of feeling like we belong. It's about forming a unique human bond that signals we're part of a community — a place where we fit in, in a job we enjoy, with people we want to be around.

We asked respondents to rate the effectiveness of various communication techniques when it comes to developing and maintaining connections with members of their work group. Globally, all generations pointed to the importance of face-to-face communication, underscoring that our feelings of connectedness begin with a human face.

While nothing is quite as effective as an in-person interaction, 73% of respondents said that technology — broadly — can also help facilitate a feeling of connection with co-workers. Sociologist Keith Hampton, an expert on the impact of technology on social networks, agrees that being wired can help people connect more deeply by creating more points of contact. Hampton found that technology users tend to have closer relationships, not just online but in-person as well.<sup>6</sup>

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Our research supports these insights. We found a correlation between use of technology to build connections and strength of relationships at work. Furthermore, respondents told us that a wide range of technologies can be effective channels for connecting with colleagues. Gen Y and Gen Z workers, in particular, are enthusiastic advocates for work-based technologies – with each channel offering unique and varied insight into different communities.

As organizations continue to develop flexible work practices, technology can be an important tool for managers as they try to create a sense of connectedness for remote employees. Because remote workers rarely connect with colleagues, companies like social media management software company Buffer create technology-enabled gatherings designed to bring individuals and teams together socially. The weekly “30-minute teatime for all employees,” virtual lunches or “pair calls” with colleagues are all designed to help remote workers connect with each other.

These virtual watercooler encounters are augmented with Instagram stories designed to give peeks into what people are doing and thinking. In this way, little snapshots of work and even personal lives become more visible to others – exposing the value of diverse capabilities and increasing connectedness.<sup>7</sup>



## People speak about belonging

“Active affinity groups at Cognizant publicly validate our commitment to diversity and instill a sense of belonging that is increasingly critical as more of our roles become remote.”

– **Fred Bachhuber**, Associate Director, FP&A, and member of the leadership team for Embrace, the affinity group for LGBT+ associates and allies at Cognizant








“I believe that with the right use of technology, we can increase the points of contact with colleagues inside an organization – it makes us more human, not less. Also, the use of AI has the potential of making the engagement more meaningful; when we do engage human-to-human, it’s based on more insights and makes for better interaction.”

– **Tanuj Kapilashrami**, Group Head of Human Resources, Standard Chartered

In a digital world, technology may be one of the most effective ways to increase feelings of belonging and inspire individual and team performance. Certain technologies (see Figure 4) create a place for community members to comfortably voice their opinions, share their knowledge and ideas, collaborate, recognize and acknowledge contributions, and socialize. Done well, social collaboration through technology can create connections that break through organizational silos and inspire unexpected business opportunities.

## Using technology to build bonds

How effective is each of the following ways of communicating when it comes to building relationships with members of your work groups?

	Boomer	Gen X	Gen Y	Gen Z
 <b>Face-to-face</b>	<b>91.6%</b>	<b>94.0%</b>	<b>93.8%</b>	<b>92.6%</b>
 <b>Phone</b>	<b>65.3%</b>	<b>75.6%</b>	<b>75.7%</b>	<b>70.0%</b>
 <b>Email</b>	<b>64.4%</b>	<b>69.5%</b>	<b>68.6%</b>	<b>57.7%</b>
 <b>Text message</b>	—	<b>53.1%</b>	<b>54.0%</b>	<b>58.0%</b>
 <b>Videoconference</b>	—	<b>52.2%</b>	<b>56.2%</b>	<b>50.5%</b>
 <b>Work-based group chat</b>	—	—	<b>52.9%</b>	<b>57.2%</b>
 <b>Social messaging apps</b>	—	—	—	<b>52.8%</b>

Note: Percent of respondents who said “effective” and “somewhat effective.” No percentage is shown when responses were below 50%.

Response base: 10,822

Source: Cognizant & Microsoft

Figure 4

Done well, social collaboration through technology can create connections that break through organizational silos and inspire unexpected business opportunities.

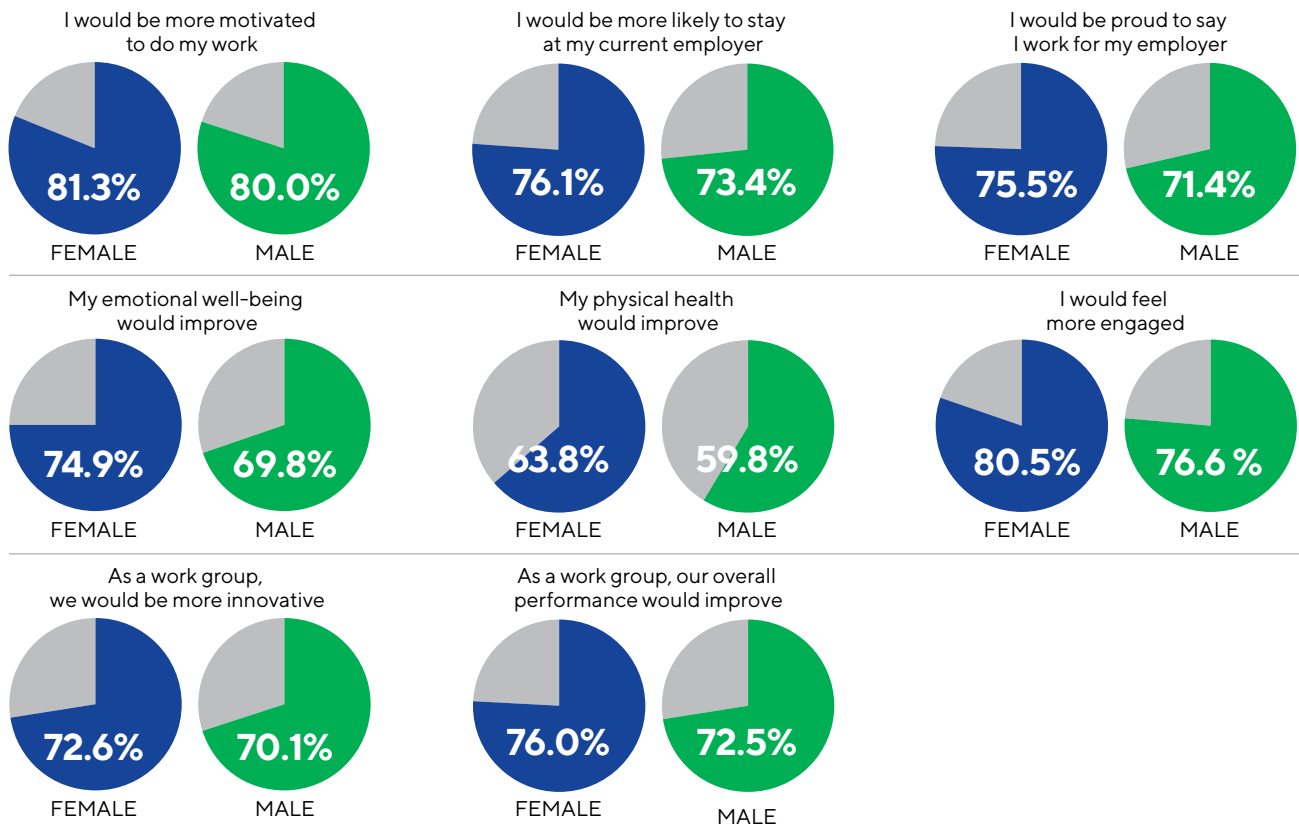
## Belonging is tied to performance

Research indicates that simply having a diverse workforce is not enough to feed innovation and heighten performance.<sup>8</sup> While important, diversity is a passive view of workforce composition; on the other hand, inclusion is a more active view that focuses on creating an empathetic workplace environment. When employees feel welcome, included, valued and connected, they feel a sense of belonging.

In our study, respondents reported that fostering a sense of belonging would significantly increase their motivation, commitment, pride, emotional and physical well-being, and overall engagement. Ultimately, respondents said these feelings of belonging would lead to not just greater innovation but also increased productivity. When organizations create a culture of belonging, the resulting environment can be transformative for employees and the organization as a whole (see Figure 5).

### The business advantage of inclusivity

In what ways do you think your employer would benefit most by fostering a sense of belonging for employees?



Note: Percent of respondents who said “agree” and “somewhat agree.”

Response base: 10,822

Source: Cognizant & Microsoft

Figure 5

While our research focused on the performance upside to belonging, other research suggests there's also a quantifiable cost to exclusion on individual and team performance. As Becky Frankiewicz, President of ManpowerGroup North America, points out, "The essence of belonging means that I am able to bring my whole self to work. In financial terms, it's a waste if I have to be someone different at work than I am at home. I am more effective if I can bring my whole self to work. And yes, the organization benefits, but I am also showing up as my whole self and am able to contribute with that."<sup>9</sup>

Experimental studies on the behavior of teams indicate that excluded members are 25% less productive, give up quicker on team tasks and are less likely to work for the greater good of the team.<sup>10</sup> Clearly, belonging matters.

## Quick Take

# Here for good: driving commerce & prosperity via a unique approach to diversity

Standard Chartered is a leading international banking group with a workforce of over 95,000 in 59 markets, and with deep roots in Asia, Africa and the Middle East. Given its regional mix, the firm is committed to driving and measuring progress in creating a diverse and inclusive culture.

Two years ago, Standard Chartered started an ambitious project to create an Inclusion Index as part of its annual employee survey, with the goal of quantifying the impact of inclusion on organizational performance.

The bank's team-based Inclusion Index measures a variety of variables — access to tools to do work, feelings of safety, expectations around growth and development, and work-life harmony — that reflect belonging at the very heart of it. The company correlated the index with an innovation measure: ideas being generated to proof-of-concept stage.

"We now have completed the index for two full annual cycles and can see there is strong correlation between team inclusion and their views toward innovation," says Tanuj Kapilashrami, Group Head of Human Resources. "Linking these has been quite powerful in helping us develop the bank we want to be for the future."



## Building a culture of belonging

Although “belonging” is seen as a universal human need, it is often overlooked by most employers – almost as if they believe it happens automatically, without any effort on their part.

Our research clearly found that belonging needs to be cultivated. Building a workplace that is warm, welcoming and inclusive takes careful forethought, conscious planning and effective execution – at the organization, team and individual levels. To get there, we believe organizational leaders must embrace the following measures:

### 1. Send a clear organizational signal.

Adapting traditional D&I programming to incorporate belonging can start with a simple but important transition: changing the way organizations articulate their values. As Caroline Casey, Founder of The Valuable 500 (an advocacy group for disabled workers), shared at a Cognizant-sponsored panel discussion held during the World Economic Forum’s (WEF) Annual Meeting in Davos: “I would prefer that we have the Chief Belonging Officer rather than the Chief Diversity and Inclusion Officer because I get more and more concerned about how we are categorizing and segregating our humanity – competing them against each other and creating a hierarchy of inclusion and exclusion. And that’s not helpful for belonging.”<sup>11</sup>

By shifting frames, organizations can also recast traditional D&I programming into the language of belonging. We asked respondents whether specific D&I practices would increase their feelings of belonging. They told us these people-first initiatives send important messages to potential and current employees about the inclusiveness of an organization’s culture (see Figure 6, next page).

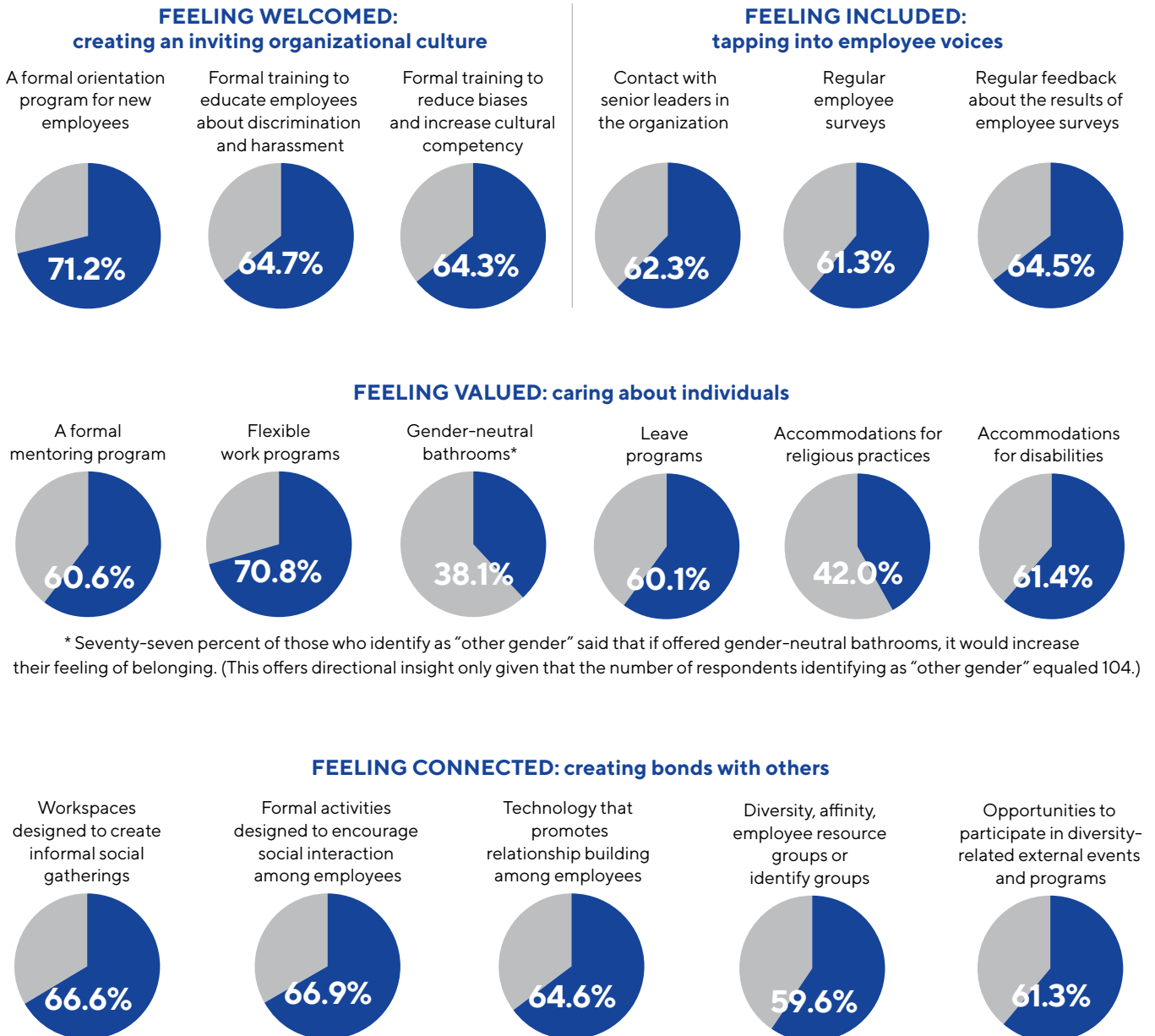
Cloud-based software services provider Salesforce knows there are few things more powerful than the feeling of belonging. But how do you build a culture that ensures everyone feels welcome? Tony Prophet, Chief Equality Officer, pointed to four key components at a Cognizant-sponsored panel discussion held during the WEF’s Annual Meeting in Davos. “For us, it’s about being humble – acknowledging that we have work to do as an organization. It’s also being clear about our values. Equality is one of those values. The third is about data. Management is driven on data. And if you’re interested, you can go to our website and see our data – not because we’re proud of it but because transparency and data are the foundations of making progress. How your stakeholders hold you accountable is through your data. The fourth is how you lead as a manager.”<sup>12</sup>

### 2. Create an empowered work environment.

There’s a certain intimacy to belonging – it is, in reality, the feelings that we have as a result of our day-to-day work group experiences. Front-line managers play a significant role in creating an empowered work environment in which everyone feels like they belong. To better understand what managers could do, we asked an open-ended question: What could your manager do to increase your feeling of belonging? The results were often emotional, very revealing but clear and consistent – across generations, geographies and roles. We all want to feel welcomed, included, valued and connected (see Figure 7, page 15).

## Recasting D&I into the language of belonging

If offered, how likely are the following employment practices to increase your feeling of belonging?



\* Seventy-seven percent of those who identify as “other gender” said that if offered gender-neutral bathrooms, it would increase their feeling of belonging. (This offers directional insight only given that the number of respondents identifying as “other gender” equaled 104.)

Note: Percent of respondents who said “likely” or “somewhat likely.”  
 Response base: 10,822  
 Source: Cognizant & Microsoft  
 Figure 6



## People speak “the language of belonging”

### What can your manager do to increase your feeling of belonging?

	Boomer	Gen X	Gen Y	Gen Z
AMERICAS	<p>“The simple art of caring.” – <i>Individual contributor</i></p>	<p>“Treat me with respect given my experience.” – <i>Manager</i></p> <p>“Allow more time for social gatherings.” – <i>Individual contributor</i></p>	<p>“Let me be myself.” – <i>Individual contributor</i></p> <p>“Show recognition for the whole team.” – <i>Individual contributor</i></p> <p>“Show respect and value me.” – <i>Individual contributor</i></p>	<p>“Help increase our relationships outside of work.” – <i>Individual contributor</i></p>
WESTERN EUROPE	<p>“Be more inclusive of other age groups.” – <i>Individual contributor</i></p> <p>“More information sharing.” – <i>Individual contributor</i></p>	<p>“Simple rewards and recognition, tea and cakes, social activity.” – <i>Manager</i></p>	<p>“Make time in the workday to foster engagement with each other.” – <i>Manager</i></p> <p>“Being treated like a person instead of a number.” – <i>Manager</i></p>	<p>“Asking from time to time to express my feelings about work, and give me feedback.” – <i>Individual contributor</i></p> <p>“We need better technology.” – <i>Individual contributor</i></p>
SOUTH ASIA	<p>“Value my dedication.” – <i>Individual contributor</i></p> <p>“They should give importance to our ideas and suggestions and implement them.” – <i>Individual contributor</i></p>	<p>“Be more human.” – <i>Manager</i></p> <p>“There should be equal involvement.” – <i>Manager</i></p> <p>“Better interaction with team members.” – <i>Individual contributor</i></p>	<p>“Provide opportunities to showcase our talents.” – <i>Individual contributor</i></p>	<p>“Recognize every employee has potential, and take their ideas into consideration.” – <i>Individual contributor</i></p>
EAST ASIA	<p>“A complete explanation of my job and my responsibility.” – <i>Individual contributor</i></p> <p>“As a minority, I find myself excluded from most social interactions.” – <i>Individual contributor</i></p>	<p>“Make me feel more valued for my contributions.” – <i>Individual contributor</i></p> <p>“Value me as a person, not just a professional.” – <i>Individual contributor</i></p>	<p>“A culture that builds you up with challenges that empower you.” – <i>Individual contributor</i></p> <p>“Help foster more collaboration and relationship building among colleagues.” – <i>Individual contributor</i></p>	<p>“A designated person to greet new employees and show them around.” – <i>Individual contributor</i></p> <p>“Reaching out more with get-togethers as we work at home.” – <i>Individual contributor</i></p>
OCEANIA	<p>“Treat employees with respect – like human beings.” – <i>Individual contributor</i></p> <p>“Show more empathy.” – <i>Individual contributor</i></p>	<p>“Always check on my well-being.” – <i>Individual contributor</i></p>	<p>“Appreciate me for my personality, and respect my preferences.” – <i>Individual contributor</i></p> <p>“A simple chat and recognition would increase each one’s belongingness.” – <i>Individual contributor</i></p>	<p>“Encourage diverse thought.” – <i>Individual contributor</i></p> <p>“Allow me the freedom to do my job.” – <i>Individual contributor</i></p>
NORDICS	<p>“Despite the hustle and bustle, time must be set aside for casual encounters once in a while.” – <i>Individual contributor</i></p> <p>“Include me in decisions.” – <i>Individual contributor</i></p>	<p>“Respect me as a person.” – <i>Individual contributor</i></p>	<p>“Care more about employees.” – <i>Individual contributor</i></p> <p>“Create more team-building exercises within working hours to get to know each other better and become a tighter group.” – <i>Manager</i></p>	<p>“Show more inclusion when discussing plans and changes within the workplace. Problems cannot always be solved by a person – sometimes they need a team.” – <i>Individual contributor</i></p>

Note: A sampling of responses to the open-ended question: What can your manager do to increase your feeling of belonging?

Response base: 9,407 open-ended responses

Source: Cognizant & Microsoft

Figure 7

### 3. Ask yourself these questions.

- I Are you sharing your own story?** Storytelling at all levels of the organization can be a powerful tool for creating an environment in which people feel they belong. Stories serve to illustrate core values and reinforce fit. Shared stories also reinforce the universality of certain experiences and help to build empathy. Because stories are anchored in real experience, they help others navigate the organization. And when individuals share their own stories, everyone can clarify who they are and how they want to be “seen” by others.
- I Are you expanding your personal network?** When you expand your network beyond those who identify with you, it’s an opportunity to expand your thinking and educate yourself on the language of belonging. For example, what words, pronouns and conventions can you use to be inclusive? When we have a personal connection with someone different from ourselves, we can see that person as a human being — someone who has value — and together, we can make a difference.
- I Are you offering grace? Are you open to receiving grace?** We won’t always get it right. We need to be able to say, “I got that wrong, but I want to get it right. Help me understand.” This takes being humble, vulnerable and open to receiving grace. By offering grace to others, we can acknowledge and appreciate the small steps forward — because the biggest problem of all is failing to try.
- I Are you an ally?** An ally is someone who stands up for and supports others who are different from themselves. Melinda Epler, Founder and CEO of Change Catalyst, offers these tips on how to be an effective ally in the workplace.<sup>13</sup> First, give your colleague your full attention — close the laptop, put down the phone, and listen. When you hear a good idea, echo and attribute it to the originator. Second, work to change the power dynamics. We can use our own personal power to intervene when others are ignored, interrupted or belittled. And finally, encourage and advocate for others — in assignment of opportunities, as a mentor or even as a sponsor. Anyone can be an ally. And when we’re able to build a community of allies, we can create an environment in which everyone feels like they belong.

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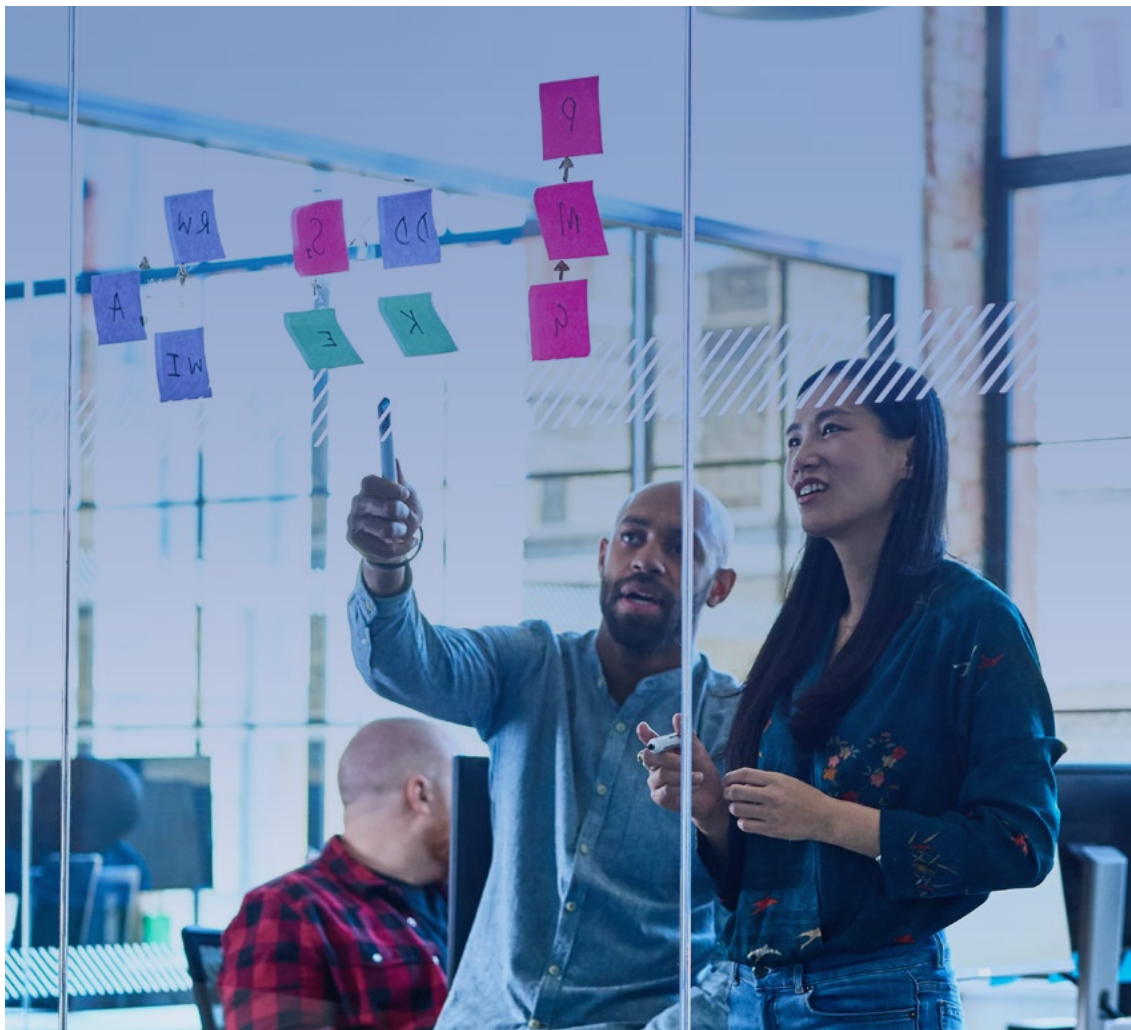


## The bottom line

Creating a culture of belonging is not just a moral mandate – it's a business imperative.

What has always moved the world forward is the energy of highly motivated and energized people who believe strongly in who they are and what they are doing.

Just as the full potential of diversity can only be reached with full inclusion, so can the power of inclusion be fulfilled only with true belonging. Now is the time to release our employees' expansive capacities by doing everything we can to encourage and enable belonging within our organizations.



### People speak about belonging

“I think about belonging all the time, from my own personal perspective. I am only one cog in a massive organization, so, when I think about it personally, I want people to know and understand who I am. I want to understand who they are as individuals. I want to know how we can work best together, so that we can add value to the organization.”

“Belonging is not a buzzword that will go away. At the end of the day, it is an intrinsic value for all of us. Wherever we are, we will want to belong and contribute to the greater good ... in the work we do ... at the organization in which we work ... in our communities ... we will always want to belong to something. Organizations need to think long-term about how to create and nurture a sense of belonging for their people. It needs to be both conveyed and felt from the moment a potential employee looks at a job opening to the moment that employee retires.”

– **Maureen Greene**  
James, Senior Director,  
Diversity & Leadership  
Development, North  
America

## Methodology

Our survey was conducted in cooperation with Tammy Erickson Associates in November and December 2019. Our intent was to develop a better understanding of employee perceptions about belonging at work across geographic regions, genders, job titles and generations. Our 10,822 respondents represent 17 countries across seven regions. Respondents included full-time employees ranging in age from 18 to 72 and both individual contributors and managers. In all but one case, we used a five-point Likert scale ranging from “agree to disagree.”

Region	Countries	# of responses
Americas	U.S., Canada	1,564
Oceania	Australia, New Zealand	1,551
East Asia	Japan, China	1,560
South Asia	India, Singapore	1,521
Western Europe	Germany, Switzerland, Netherlands, UK	1,938
Other Western Europe	Belgium, France	1,165
Nordic	Norway, Sweden, Denmark	1,523
<b>Total</b>		<b>10,822</b>

## Acknowledgments

*This study would not have been possible without the vast contributions of numerous Cognizant associates dedicated to making our company a diverse, inclusive and belonging place of work. In the spirit of inclusivity, we would like to salute the following individuals for their insights and foresights: Carol Cohen, Senior Vice President, Global Head of Talent Management and Leadership; Maureen Greene James, North American Inclusion Leader; Jennifer Green Godette, Associate Marketing Director; and Jennifer Schelling, Senior Marketing Director. Cognizant would also like to thank Margaret Schweer, Managing Principal at Tammy Erickson Associates, for her tireless pursuit of the facts, figures and formulas that transform belonging from a squishy nice-to-know concept to a must-have ingredient in an organization’s success, and for pushing us to convert breathless idealism into concrete action.*

## Endnotes

- <sup>1</sup> Brene Brown, *Braving the Wilderness*, Random House Trade Paperbacks, Aug. 27, 2019, [www.penguinrandomhouse.com/books/234254/braving-the-wilderness-by-brene-brown-phd-lmsw/](http://www.penguinrandomhouse.com/books/234254/braving-the-wilderness-by-brene-brown-phd-lmsw/).
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## Cognizant

### World Headquarters

500 Frank W. Burr Blvd.  
Teaneck, NJ 07666 USA  
Phone: +1 201 801 0233  
Fax: +1 201 801 0243  
Toll Free: +1 888 937 3277

### European Headquarters

1 Kingdom Street  
Paddington Central  
London W2 6BD England  
Phone: +44 (0) 20 7297 7600  
Fax: +44 (0) 20 7121 0102

### India Operations Headquarters

#5/535 Old Mahabalipuram Road  
Okkiyam Pettai, Thoraipakkam  
Chennai, 600 096 India  
Phone: +91 (0) 44 4209 6000  
Fax: +91 (0) 44 4209 6060

### APAC Headquarters

1 Changi Business Park Crescent,  
Plaza 8@CBP # 07-04/05/06,  
Tower A, Singapore 486025  
Phone: + 65 6812 4051  
Fax: + 65 6324 4051