emtrain®

RESPECT

WORKPLACE CULTURE
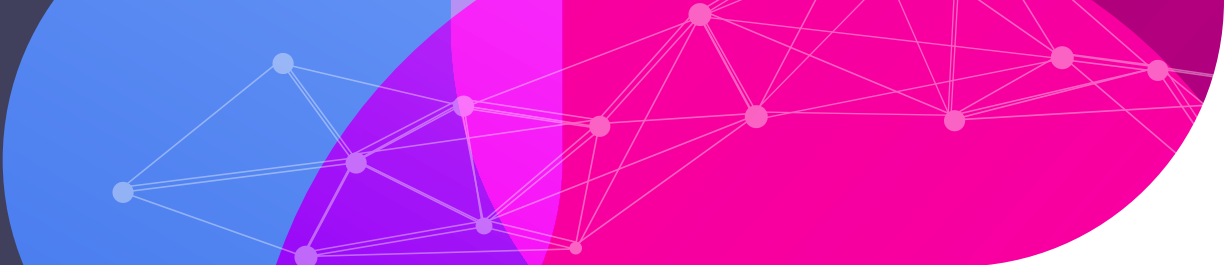# INSIGHTS REPORT
2021

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CEO Introduction

In 2019, Emtrain launched a new technology solution to teach employees the skills to navigate interpersonal conflict, to grow empathy for the experience of others, and to nudge behavior change. Along the way, we collect employee sentiment on situations that lead to bias, discrimination, harassment, and ethical lapses. Our value proposition to savvy employers: we'll provide scores and benchmarks on your core competencies in Respect, Inclusion, and Ethics to illuminate potential and current issues—and help you solve them.

In a year of immense social change, measuring leading indicators of risk—and solving problems that impact collaboration, productivity, and profitability—became more valuable than ever. Our latest research explores the key competencies required to strengthen the social fabric of the workplace.

I founded Emtrain because I realized that organizations needed a framework to decode messy human interactions, and employees needed wisdom and guidance in real-time and at scale. We've made a significant investment to evolve Emtrain into a CultureTech platform and a valued culture partner to our clients. Our clients receive their organization's results measured and scored across our **Workplace Social Indicators**™ and benchmarked to our global dataset of clients on our **Workplace Culture Benchmark**™. Most importantly, we share the business implications of the risk indicators and actionable insights to help create healthier workplace cultures. Please reach out if we can help your organization, too.

Sincerely,

Janine Yancey

Founder & CEO, Emtrain

Message from our CPO

We talked to a number of business leaders when we were building our new platform, Emtrain AI. A friend and Chief Human Resource Officer shared with us that her day-to-day conversations with employees, front line managers, and executives gave her a pretty good sense of where the company culture needed corrective actions. But time and again, she was thwarted by a lack of data to confirm or even correct her hypotheses. Without data, the management team lacked the confidence to make changes or to prioritize programs and practices that would address social conflicts and build a healthier culture. They lacked the confidence to act.

In mid-2019, we launched Emtrain AI to make it easier for companies of all sizes to get the data needed to bridge that gap without the need to hire management consultants and data scientists, to provide a research-based framework for measurement and development of culture, and to provide benchmarks so companies could compare and learn from their peers. In just under two years, we have gathered more than 23 million employee sentiment points, delivered benchmark data to hundreds of companies, and are accelerating our research with academic partners and a growing organizational psychology team.

We hope this report, and others that will soon follow on Inclusion and Ethics, provide you and your colleagues with increased confidence to build healthier, more productive workplaces.

Sincerely,

Robert Todd

Chief Product Officer, Emtrain

EMTRAIN

2021 Workplace Culture Insights Report: Respect

Measuring Respect in the Workplace in a Most Unusual Year

What a year it's been! The events that impacted society—COVID-19, the racial justice movement, political divisions, and technology's increasing dominance in everyday life—also brought unprecedented change to the workplace.
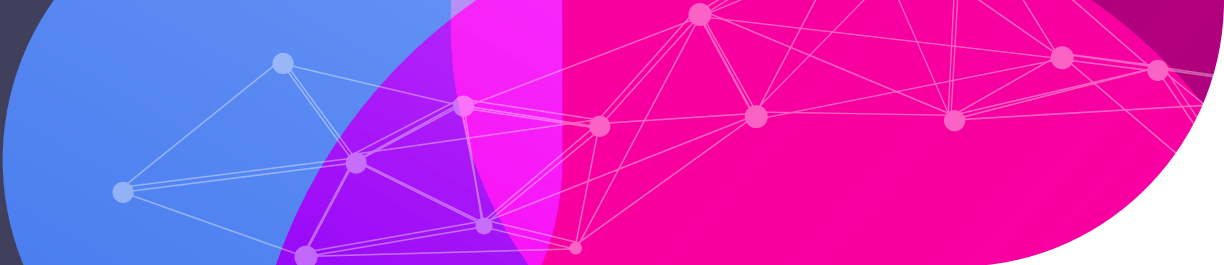
Almost overnight, the workplace shifted. The knowledge sector transitioned to work-from-home, and essential workers were disrupted with new procedures and masked interactions with colleagues and customers. Tensions grew around disparities: how coronavirus spread, parental tradeoffs between work and childcare, layoffs and furloughs—and then the world watched on social media as George Floyd and Breonna Taylor were failed by the system that is supposed to keep people safe.

Topics that people used to avoid at work became too big to ignore. Politics, the pandemic and path to recovery, and social and racial justice became top of mind. Organizational cultures were tested. Workplaces that had built respectful cultures struggled to maintain those norms; cultures that were already precarious devolved with more tension and conflict.

In 2019, we created the **Workplace Culture Benchmark**™ to help organizations measure and manage social conflict. We published our foundational findings in March of 2020 in the 2020 Workplace Culture Report and continued to develop our **Workplace Social Indicators**™ framework, earning rich and timely insights that have helped us understand and explain the subsequent year's rapidly evolving workplace dynamics.

> "
> *The climate of 2020 has been rather harsh. I'm a minority in an area that lays their unconscious biases and palpable prejudices and racist thoughts on me because they judge me based on what they see on television not knowing that I would never behave in such a way. I am judged by what they think my skin color says and not actually who I am.*
>
> — Anonymous employee

Designed to track leading indicators of risk, our **Workplace Social Indicators™** framework enables us to measure longitudinal progress towards a healthier workplace culture. By measuring **Social Aptitude**, **Unconscious Bias**, and **Pre-Existing Mindsets** we can understand employees' perceptions and opinions, and the quality of their interactions with co-workers, managers, and management. By measuring **Power Dynamics** (the degree to which hierarchy and authority shape workplace interactions and influence employee contributions), **In-Group/Out-Group Dynamics** (the degree to which 'us vs. them' behaviors shape employee experience, engagement, and opportunity), and **Norms and Practices** (the degree to which prosocial behaviors are expected and experienced within an organization), we can understand the organization's unspoken rules and structures. Together, these six core competencies make or break Respect in the workplace.

Respect. We always knew it was needed. We never realized how much.

Respect

Organization

Individual

IN-GROUP/OUT-GROUP DYNAMICS
The degree to which 'us vs. them' behaviors shape employee experience, engagement, and opportunity

UNCONSCIOUS BIAS
The degree to which individuals acknowledge and act to mitigate bias

POWER DYNAMICS
The degree to which hierarchy and authority shape workplace interactions and influence employee contributions

SOCIAL APTITUDE
The degree to which individuals can sense and adapt to the needs of others

NORMS & PRACTICES
The degree to which prosocial behaviors are expected and experienced

PRE-EXISTING MINDSETS
How past experiences shape the expectations, beliefs, and behaviors of your workforce

Our Findings

1 Organizational culture is under stress

Organizational culture was placed under unique stress in 2020. Almost overnight, leaders had to find new ways to redeploy their workforce, testing the social bonds that enable coordinated action between employees. In some organizations, strong workplace cultures with prosocial **Norms and Practices** may have eased the transition; weak or dysfunctional cultures may have exacerbated it.

More employees now cite "Weak Corporate Culture" as the greatest source of workplace conflict, indicating that many felt their culture was not resilient to help people adapt to social change.

↑ **11**%

increase in the number of employees who cite "weak corporate culture" as the greatest source of workplace conflict

Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

This is not entirely surprising. Essential workers in healthcare systems, factories, and warehouses, and to some degree retail, were limited to smaller cohorts in more dispersed gatherings (more strict shift assignments, no gathering in cafeterias.) Professionals working in offices with strong cultures of collaboration and community were suddenly isolated in their own homes, and opportunities for connecting with colleagues and working together were limited to video chats and pre-calendared meetings. Many organizations onboarded new hires remotely; some percentage of co-workers have never met another in person.

Isolation weakens organizational norms and increases the risk of affinity bias, the tendency to connect and spend time with people who are 'like me.' The impact on the organization is amplified if managers only keep in touch and share information with the colleagues they feel most connected to, and become more judgmental about those they don't. At an organizational level, this can impact the flow of feedback, how opportunities are allocated, and the promotion pipeline, which in turn impacts collaboration, innovation, and productivity. Leaders must be disciplined to reach out to more people across the organization, find ways to foster open communication, create mechanisms for broad cross-functional collaboration, and work hard to find talent sitting in unexpected areas in the organization—because it is now less likely to occur organically.

It is unclear the extent to which this year will have an ongoing impact on **Norms and Practices**—those organizational behaviors that are so often unspoken rules of engagement and interaction—which we will continue to observe and measure.

2 Belonging didn't get better, but it didn't get worse

The events of 2020 put Diversity, Equity, Inclusion, and Belonging front and center. While many organizations had been making ongoing investments in these areas, the quality of that work and progress was stress-tested in a way that leaders had not expected.

Inclusion and belonging are elusive concepts to measure because they are felt at the individual level. We use a variety of measures to understand individuals' social behaviors, including **In-Group/Out-Group Dynamics**, the degree to which 'us vs. them' behaviors shape employee experience, engagement, and opportunity. These dynamics can be a source of conflict when organizations favor people in "in-groups," and disadvantage people in "out-groups."

↑**5**%

increase in the number of employees who report having had to minimize their personal identities to fit into their jobs

Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

In the last year, more individuals feel they have had to minimize their personal identity to fit into a job. As economic uncertainty increased, so did the need to 'fit in' and perform work duties regardless of external stressors. Employees downplayed the full impact of the coronavirus, political strife, and racism on themselves and their families, quietly managing mental and physical health issues and stress around social and financial situations.

Most individuals do not feel they can be their authentic selves at work.

% of employees in 2020-21 who responded to "I feel like I can be my authentic self at work."

Employees who **do not** feel they can be their authentic selves at work **56%**

Employees who **do** feel they can be their authentic selves at work **44%**
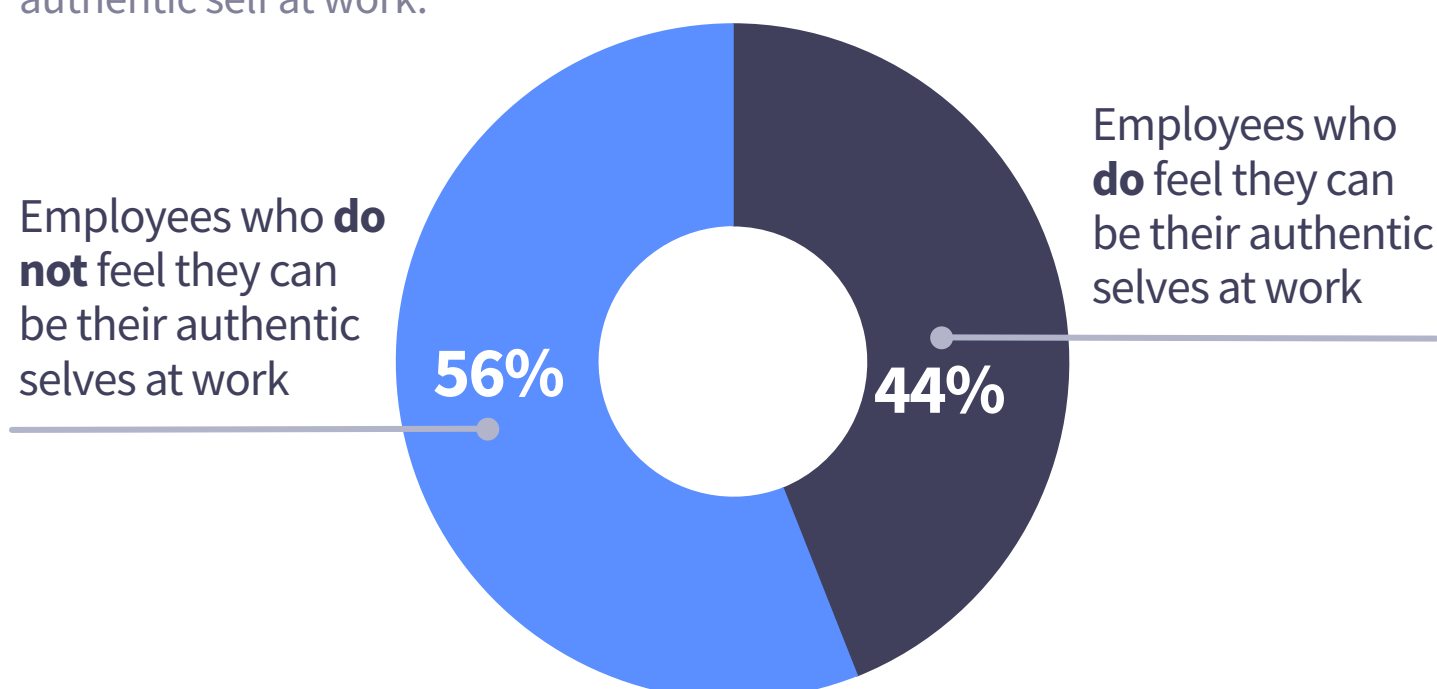
Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

Organizations encourage employees to 'bring their whole self to work' in attempts to set the tone and develop the foundation of psychological safety and belonging. **But over half of the employees in our dataset do not feel they can be their authentic self at work.**
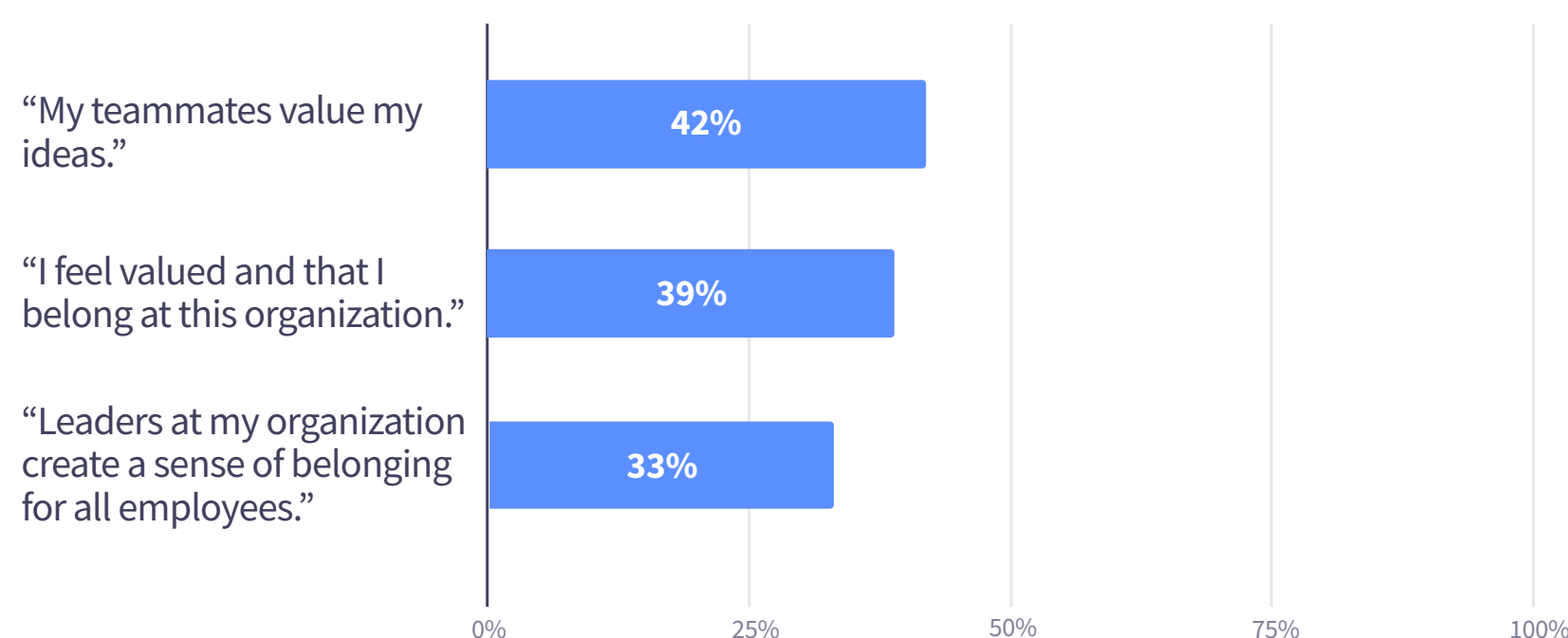
> *There is no camaraderie within the partnership, covid has made all dept meetings virtual and there is no team spirit-- the multigenerational aspect of the group makes it even more challenging to connect with partners given the new norm of social distancing.*
> *— Anonymous employee*
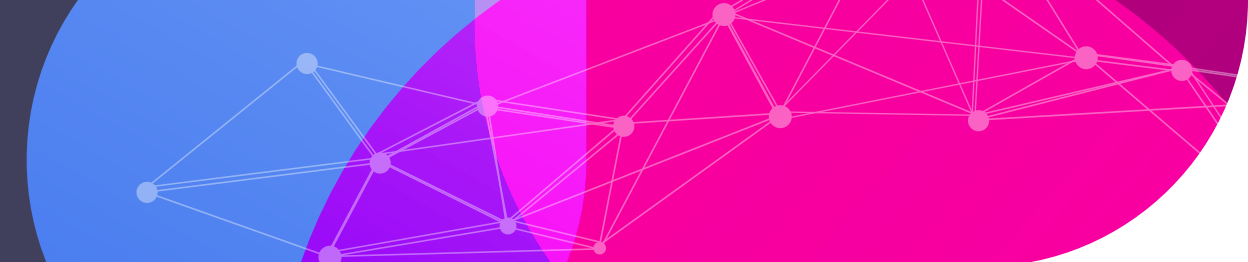
Only 33% to 42% of employees feel valued or that they belong in 2020/21.

% of employees in 2020-21 who *agree* or *strongly agree*

"My teammates value my ideas." **42%**

"I feel valued and that I belong at this organization." **39%**

"Leaders at my organization create a sense of belonging for all employees." **33%**

0%   25%   50%   75%   100%

Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

Despite the investments and efforts made by organizations around belonging, **only 33% of employees feel that leaders in their organization create a sense of belonging for all employees**. There's an opportunity for senior executives and managers alike to make a more personal and concerted effort to reach out across teams, to get to know more people, and to be more thoughtful about explicitly inclusive actions and language.

The percentage of individuals reporting In-Group/Out-Group Dynamics as the greatest source of conflict decreased by 6% in 2020. This is likely a result of limited interactions amongst in-person workers and the new work from home standard. Previously, employees in our data identified group affiliations based on interests, after-work activities, or similar life experiences. Now, digital communication may be proving itself to be an equalizer among colleagues.

↓**6**%

decrease in the number of employees who cite "in-group/out-group dynamics" as the greatest source of workplace conflict

Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain
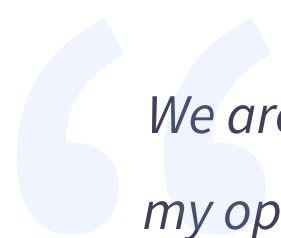
" *We are going through a difficult period e.g. covid restrictions. This has stopped face to face meetings which in my opinion generates greater interaction i.e. contribution from the individual who is part of the greater team.*

— Anonymous employee

We saw only slight shifts in our belonging measures, and they were both positive and negative. We may have expected to see a greater decrease in belonging given the isolation people felt, working from home, or experiencing fewer and less gratifying interactions with co-workers on-site. On the other hand, this may indicate that working from the office or working more closely with co-workers didn't really enhance their sense of belonging, making us more curious about the existing constructs of the workplace and if they promote belonging at all. We will continue to measure **In-Group/Out-Group Dynamics** in our Respect benchmark, as well as belonging in our Inclusion framework.

3 Power Dynamics are still at work, even while people are working from home

Power Dynamics refers to how hierarchy and authority shape workplace interactions and influence employee contributions, and is most often displayed in how managers use their power in interactions with subordinates. In many cases, managers are completely unaware when their words and actions have a negative impact, causing their co-workers to feel disrespected. Because of their authority, managers are unlikely to receive constructive feedback. Ongoing disrespect impacts productivity in the workplace, and normalizes bad behaviors. Ideally, organizations should monitor power dynamics, and educate their leaders on its impact.

Fewer individuals are comfortable saying "no" to their managers, even when they probably should.

% of employees who responded *Likely* or *Very Likely* to "In your experience, how likely is an employee to say "no" to managers in a situation like this?"

Employees feel comfortable saying "no" to managers

- ■ 2019 — 37%
- ■ 2020 — 33%
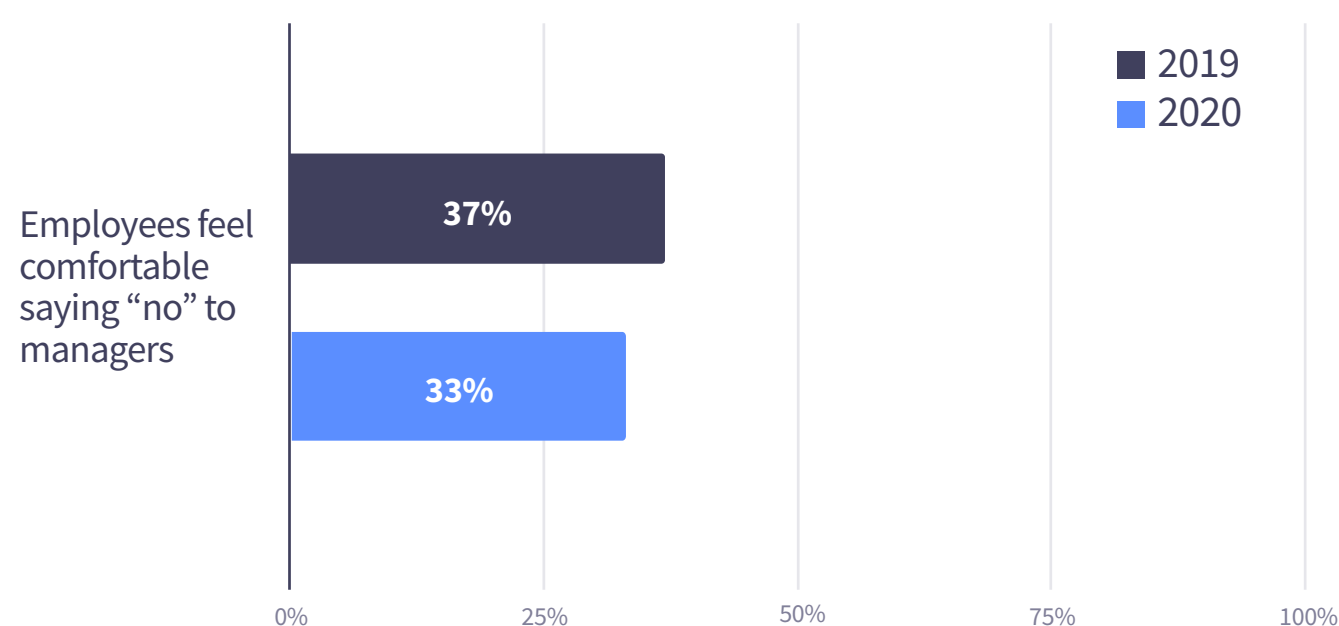
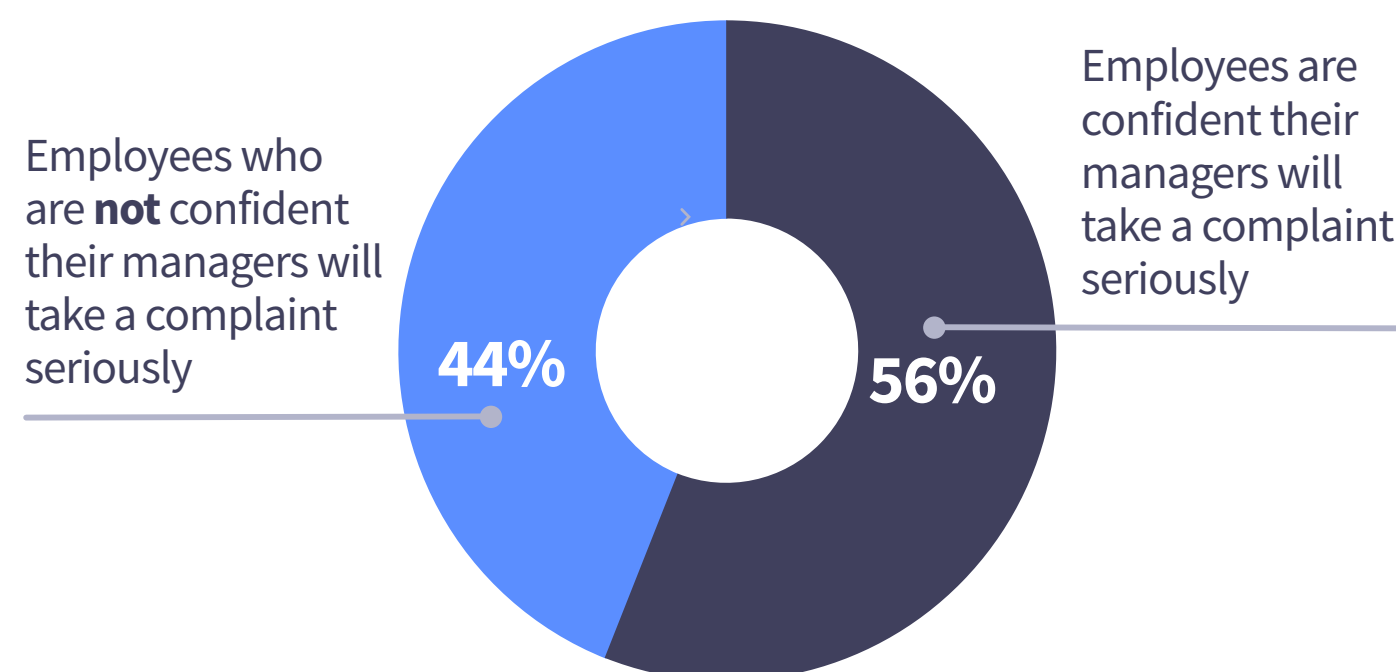Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

When employees get an inappropriate request from their manager, they are faced with a decision: say "no" and suffer potential retaliation or say "yes" and deal with the mental strain. **We found that employees were less likely to say "no" to unreasonable requests by their managers in 2020/21 than in 2019.** This result is not surprising in a year where people feared getting "put on the list" for layoffs, being assigned high-risk exposure tasks, or getting allocated a list of exceptionally underwhelming sales opportunities.

Power Dynamics also influence whether someone will submit a complaint when they see or experience something inappropriate. **In 2020/21, 44% of individuals were not confident their management would take a reported complaint seriously. This is an increase of 7% from 2019.**

More than 40% of individuals are not confident their managers will take a reported complaint seriously.

% of employees in 2020-21, "If I report something, I am confident my management will take the complaint seriously."

Employees who are **not** confident their managers will take a complaint seriously — 44%

Employees are confident their managers will take a complaint seriously — 56%

Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

When employees don't submit complaints, bad behaviors persist—and organizations don't have the information they need to remediate them. We recommend that organizations have multiple mechanisms for employees to submit complaints and that digital methods are truly anonymous, so remote workers feel comfortable submitting them. We also provide a guide to help organizations ensure their investigations are unbiased and encourage organizations to be a little more transparent about reported complaints so people can have confidence that they are reviewed and brought to resolution.

4 2020 produced more upstanders

On the heels of the #MeToo movement that raised awareness of sexual harassment, 2020 resurged the Black Lives Matter racial justice movement and a rise in hate speech and hate crimes against people of Asian descent, raising awareness of deeply embedded racism.

While opinions vary—and are invariably politicized—we saw a shift in people's awareness and willingness to get involved when they see inappropriate behaviors.

2/3
of people
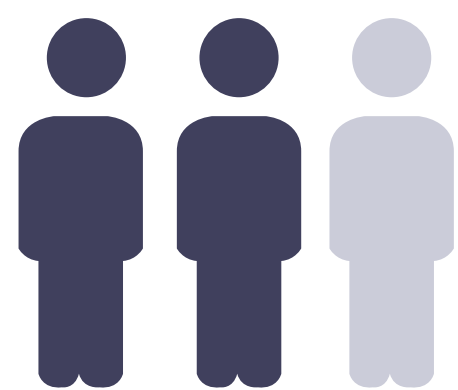
would intervene directly if they saw inappropriate behavior.

% of employees in 2020-21 who responded *Intervene Directly* to "If I saw a co-worker being subjected to unwelcome, sexually charged behavior, I would most likely…"
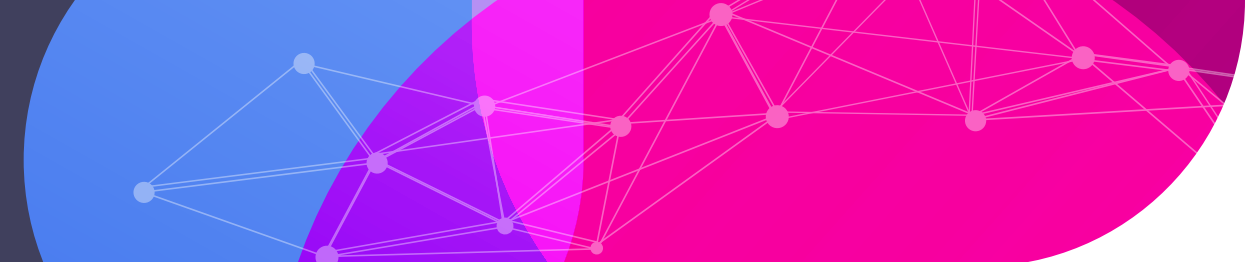
Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

↑5%

increase in the number of employees who believe their co-workers address inappropriate behaviors when they see it
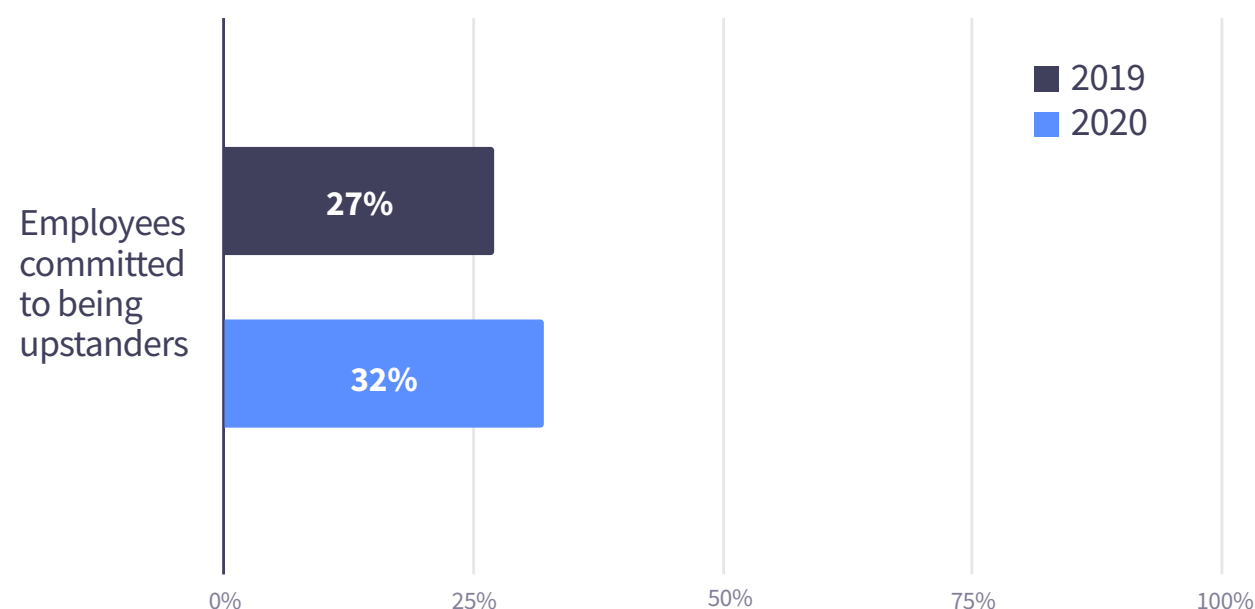
Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

In 2020, 5% more individuals believed that their colleagues would address inappropriate behaviors.
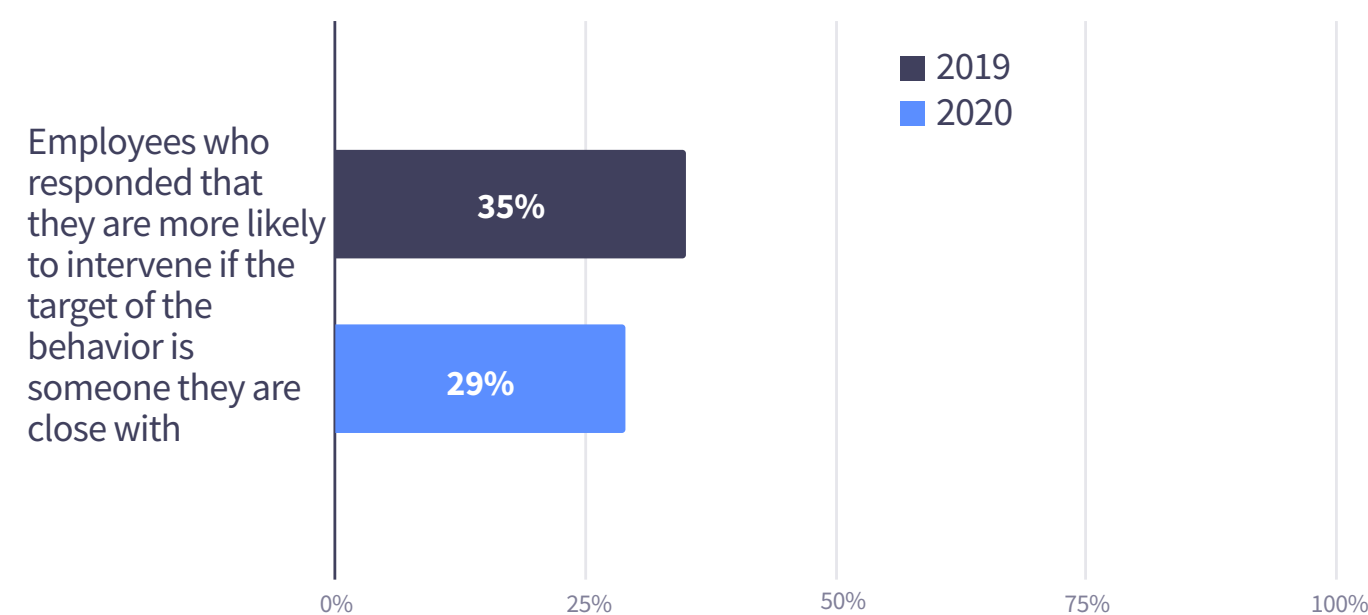
More individuals are committed to being upstanders.

% of employees who responded *Be an upstander* to "Choose a process you'll commit to using over the next three months."

■ 2019
■ 2020

Employees committed to being upstanders
- **27%** (2019)
- **32%** (2020)

0%　25%　50%　75%　100%

Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

Fewer individuals cite personal relationships as a condition for intervening in inappropriate behavior.

% of employees who *Agree* or *Strongly Agree* to "I'm more likely to intervene if the target of the behavior is someone with whom I have a strong connection."

■ 2019
■ 2020

Employees who responded that they are more likely to intervene if the target of the behavior is someone they are close with
- **35%** (2019)
- **29%** (2020)

0%　25%　50%　75%　100%

Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

More individuals are committed to acting as an upstander - taking a more proactive stance than just being passively respectful or empathetic.

> " *I'm an upstander and I will always intervene.*
>
> — Anonymous employee

When **Norms and Practices**—"the way we do things here"—organically includes the majority of employees proactively giving feedback, redirecting insensitive words and actions, and intervening to stop inappropriate behaviors, respectful workplace cultures will thrive.

Most individuals now report that they would be an upstander and intervene in a harassment situation regardless of personal relationship or connection. This is an 18% improvement from 2019.

> " *A young Black woman in my dept repeatedly tried to speak up in a large meeting. The older white man leading the meeting and an older white woman, both in senior positions, dominated the conversation. The meeting format made it difficult for others to contribute. I tried to be an "upstander" to make space for my colleague but I too found it difficult to get a word in edgewise.*
>
> — Anonymous employee
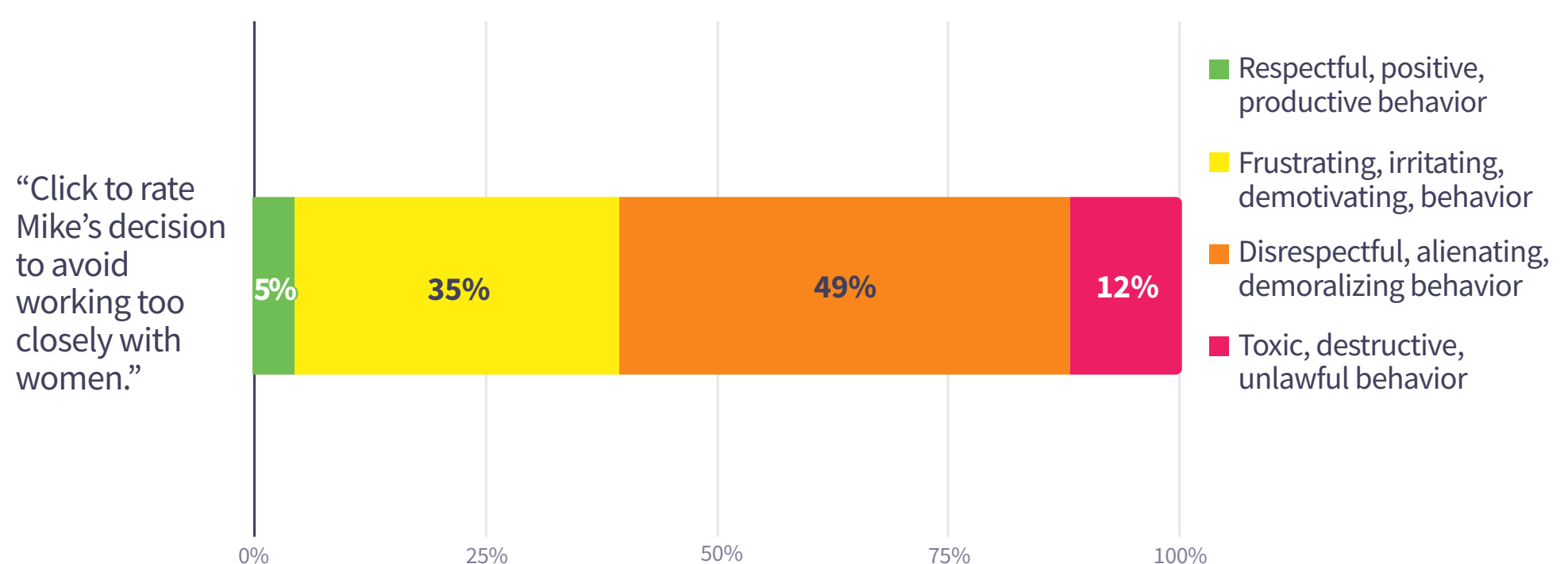
5 There's still plenty of inclusion work to do

With four generations in the workplace, and employees hailing from a wide array of geographies and cultures, it's only natural that views on "what is acceptable workplace behavior" will vary. We measure employees' **Pre-Existing Mindsets** using situational judgement tests where learners watch video scenarios and use our **Workplace Color Spectrum**® to rate the behaviors.

Across our Preventing Workplace Harassment training, three scenarios garnered the greatest variance, and each of those was gender related. Some people thought the behavior they saw in the video was perfectly acceptable, positive, and productive. Others thought that very same behavior was illegal.

One of our most differentiated opinions stemmed from a scenario where a male manager opined that, given the #MeToo movement, it would be better if he did not go to lunch alone with a female report. However, he continued to do 1:1 lunches with his male reports. Employee ratings of that situation are shown here on our **Workplace Color Spectrum®**.

Employees downplay a manager's choice to treat female and male reports differently.

% of employees in 2020-21, "Click to rate Mike's decision to avoid working too closely with women."

"Click to rate Mike's decision to avoid working too closely with women."

5%	35%	49%	12%

- ■ Respectful, positive, productive behavior
- ■ Frustrating, irritating, demotivating, behavior
- ■ Disrespectful, alienating, demoralizing behavior
- ■ Toxic, destructive, unlawful behavior

Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

Differentiated treatment because of gender, race, age, and other characteristics continues to cause issues for even the best companies, from implicit bias to explicit discrimination. When organizations don't manage inclusion, they underutilize their talent pool and miss out on the advantage of diverse perspectives and ideas and the risk-mitigating and innovation-producing advantages of diversity.

> " I am probably often the one at the end of an unconscious bias. I am small in size, Asian and look years younger than my actual age so a lot of customers or new colleagues may feel that I may not be qualified for my job. I could almost always feel it even via conference calls.
>
> — Anonymous employee

6 2020 brought increases in empathy and communication skills

Interpersonal skills are critical for successful workplace cultures, and we monitor a variety of indicators and behaviors to understand where organizations may need to improve. 2020 brought a whole new challenge to communication amongst employees and teams.

People working from home connected almost exclusively via technology: video conference calls, chat apps, emails, and phone calls. The good news: **in 2020, employees indicated that their communication through technology is improving, with fewer misunderstandings overall.**

Individuals are experiencing fewer miscommunications through technology than they were in 2019.

% of employees who responded *Agree* or *Strongly Agree* to "I am more likely to have a miscommunication using emails, texts, or message apps than when I speak to someone directly."
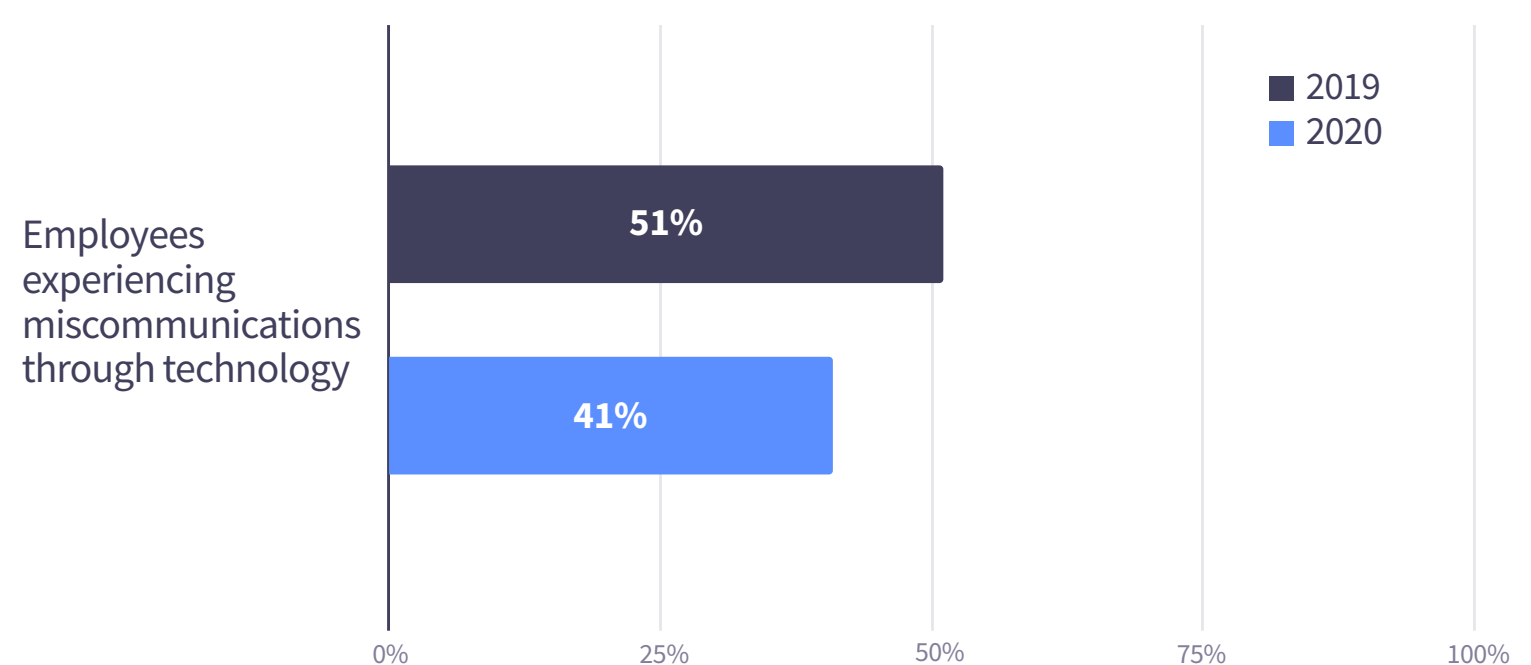
Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

> *With COVID, we really have not had in-person meetings. But when we do have weekly video calls with the team, our manager always make sure to ask input from each person on the call.*
>
> — Anonymous employee

↓7%

decrease in the number of employees who believe their co-workers can accurately pick up on a mood in the room
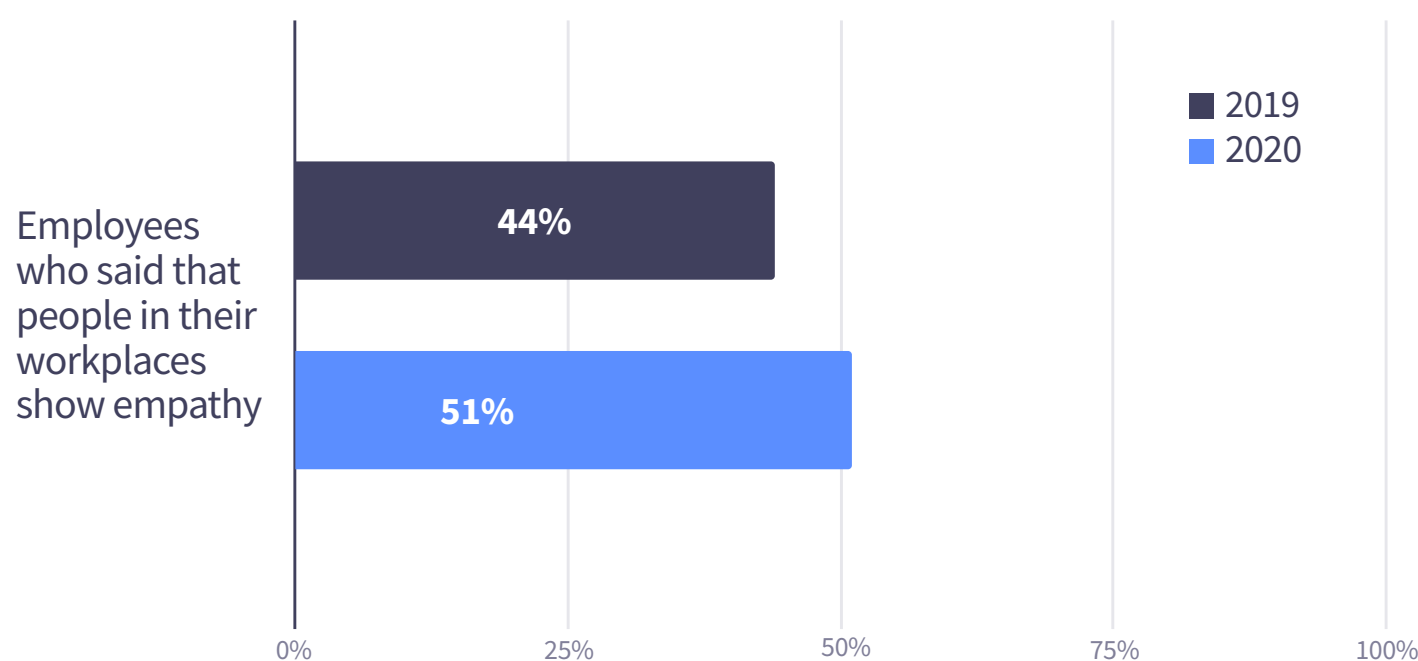
Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

It wasn't all good though. **We saw a 7% decline in employees's belief that their co-workers can accurately pick up on the mood in the room.** This is a key measure of **Social Aptitude**—a core competency to creating respectful workplace cultures.

Although we didn't measure it explicitly, we'd expect that understanding the mood in a video room—and especially in-person while wearing a mask and other protective gear—presents an enormous challenge as facial expressions inform us of the emotional state of our co-workers.

Empathy in the workplace has increased.

% of employees who responded *Agree* or *Strongly Agree* to "People in my workplace show empathy."

■ 2019
■ 2020

Employees who said that people in their workplaces show empathy

44%
51%

0% 25% 50% 75% 100%

Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

> *"When the work from home initiative became imperative due to Covid, our diverse management team stepped up and made it work.*
>
> — Anonymous employee

Yet, despite some individuals reporting slightly less **Social Aptitude** than they saw in 2019, **15% more individuals saw an increase in empathy**.

Research shows that empathy—understanding how co-workers feel and being sensitive to their situation—makes people better managers and co-workers. It's a critical social skill that grows communication, connection, and loyalty, enhancing individual productivity, team cohesion, and employee alignment to organizational goals. This observed increase in empathy is an important and very positive highlight of our research.

7. Diversity and Inclusion investments are starting to make an impact

Many companies have begun to train all employees on **Unconscious Bias** to help them become more aware of their implicit beliefs about various social and identity groups. When done well, this training can produce positive impacts in workplace respect. Organizations that invested in structured diversity and inclusion initiatives may have been better prepared to manage discussions around the racial disparities in justice and healthcare as they became national news in 2020. Overall, it appears that the organizations in our dataset are trending in the right direction.

7% more employees acknowledge their awareness and understanding of their organizations' Diversity, Equity, and Inclusion goals than they did in 2019. The impact of this trend will become apparent as people become more committed to unbiased hiring decisions and opportunity assignments, which will in turn help drive evolution and innovation of products and services to better serve customers.

↑ 7%

increase in the number of employees who believe their organizations have done a good job at defining their DEI goals

Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

In addition, across organizations that have been building awareness of and addressing unconscious bias, we find that **4 out of 5 individuals acknowledged that they make assumptions about other people based upon their appearance**, which is a critical understanding and required to improve inclusion.

When a majority of employees start to recognize their potential for bias, they will enhance the **Norms and Practices** of the organization to be more prosocial, accommodating more inclusive behaviors and promoting better collaboration within and across teams.

4/5
of people

acknowledge they make assumptions about people based on their appearances.

% of employees in 2020/21 who responded *Yes* to "Have you ever 'guessed' at what a person is like based on just a few pieces of information?"

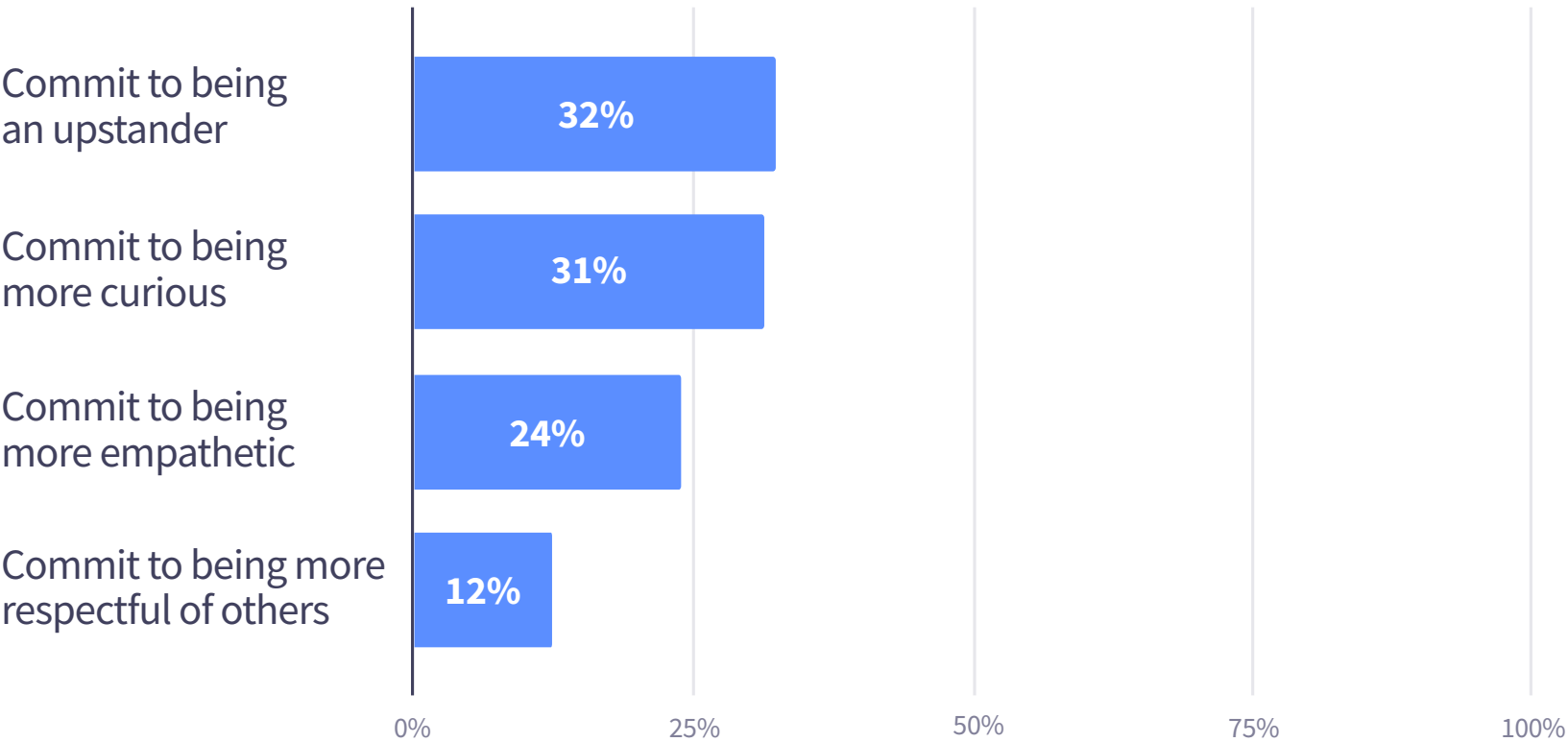Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

> *Our team has male and female, people of different ethnicity and age groups. It is very common for brainstorming ideas to be very diverse because of the different life experiences and the Leader (a woman) being sensitive and encouraging to all in the group.*
>
> — Anonymous employee

Finally, we ask employees to make a commitment to take action to help support more inclusive workplaces when faced with situations or decisions influenced by theirs others' biases. Behavioral science shows that when people make commitments they are more likely to take action.

88% of employees support a nuanced action to help support inclusive workplaces.

% of employees in 2020-21, "Choose a process you'll commit to using over the next three months."

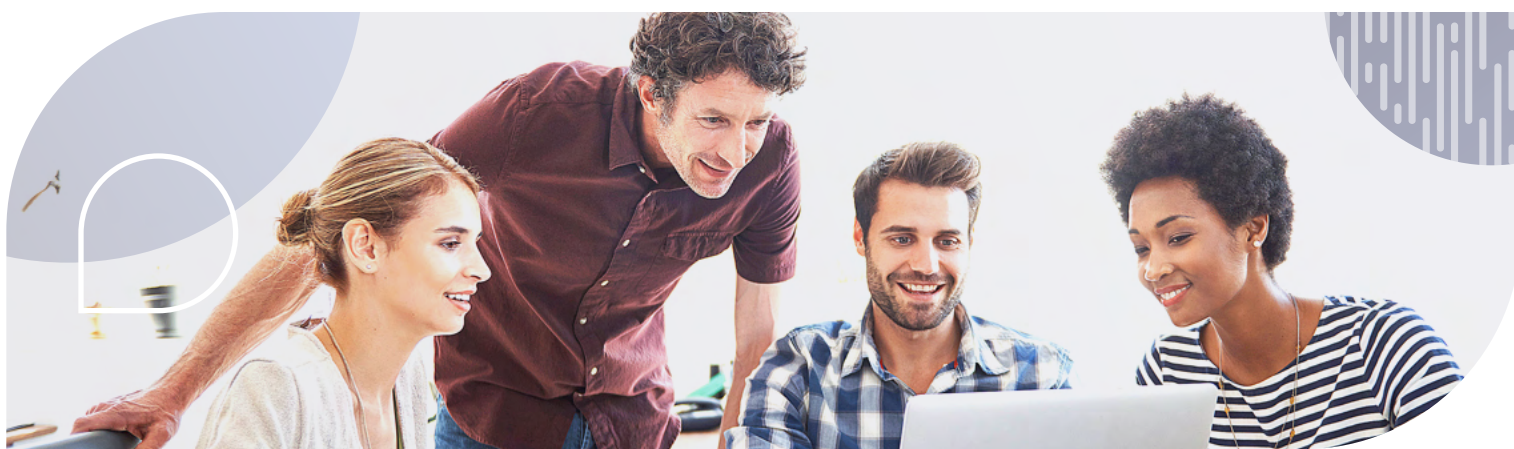|	
Commit to being an upstander	32%
Commit to being more curious	31%
Commit to being more empathetic	24%
Commit to being more respectful of others	12%

0% 25% 50% 75% 100%

Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

Instead of making an easy and vague commitment like 'being more respectful of others,' the **vast majority of employees chose to be more empathetic, more curious, or to be an upstander**. Eighteen percent more individuals committed to "being an upstander" in 2020/21 than 2019.

The extreme social climate of 2020 was difficult for everyone. Companies that hadn't done the work to build a cohesive culture, provide quality training on **Unconscious Bias**, or staff talent skilled in facilitating difficult conversations were caught with festering interactions among employees that they were at a loss to manage. Companies that had laid a foundation for respect, empathy, and open dialog were able to use their platforms and rely on their prosocial organizational **Norms and Behaviors** to buffer the extremes of the environment.
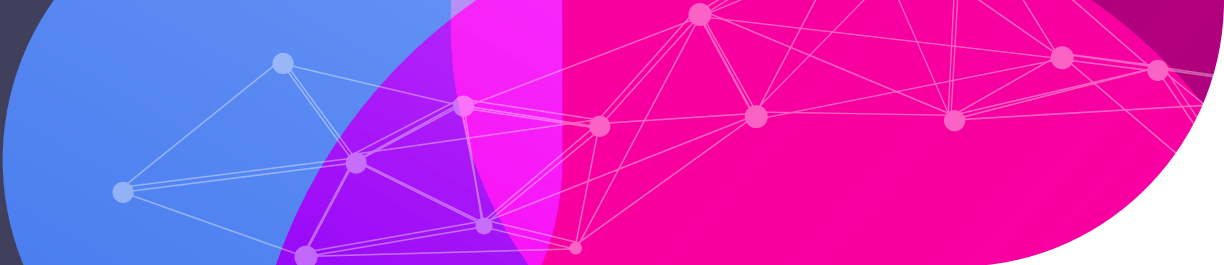
> *A black team mate helped us understand why the death of George Floyd, so far away, was so impactful to her. A perspective many of us had no frame of reference to understand.*
>
> — Anonymous employee

> *[We can be] encouraging employees to educate themselves on social justice issues in the world, and really to listen to their marginalized co-workers.*
>
> — Anonymous employee

We don't wish for another 2020, but we are thankful that executive leadership and boards now better understand the benefits of their diversity and inclusion programs, and how they reap the return on investment in the tools that create a more respectful workplace culture.

> *[We should have a] better understanding the reasons why bias exists, and actively engage in dialogue surround how to overcome that.*
>
> — Anonymous employee

Workplace Culture Benchmark

Emtrain's **Workplace Culture Benchmark for Respect** organizes company scores on each respect indicator into quartiles from Healthiest to Least Healthy. In 2020, the median company scores on most benchmark indicators stayed within one to two percentage points of our 2019 scores. Two notable changes (5% or more) in the benchmark stood out.

First, for a company to enter the Healthiest quartile on **Norms and Practices** in our 2021 benchmark, 53% of employees had to agree that "If someone does something inappropriate in the workplace people will let them know." In the 2020 report, that number was only 47%. That's a 13% increase in healthy feedback for the healthiest companies.

Second, for a company to stay out of the Least Healthy quartile on **Social Aptitude** last year, more than 35% of employees had to agree that "My co-workers understand the impact their words and actions have on those around them." This year, only companies with more than 40% of employees in agreement would avoid the label of Least Healthy with regard to **Social Aptitude**.

Both of these changes in the company benchmark raise the bar for what a healthy workplace looks like. Given the year we all just experienced, we're excited to see our clients rising to the challenge.

Source: 2021 Workplace Culture Report: Respect, ©2021 Emtrain

Conclusion

Because we know the power of healthy workplace cultures, we are concerned to see an increase in individuals reporting "Weak Corporate Culture" as the greatest source of conflict in 2020. We remain focused on helping our clients understand the impact of unmitigated **Power Dynamics** and continue to identify actionable insights to help counteract the negatives of **In-Group/Out-Group Dynamics**, even though we saw a slight decline in their impact on conflict. While we understand the basic business implications of weak **Social Aptitude**, we'll look to better understand how organizations with strong **Social Aptitude** are more prepared for inevitable social change.

2020 was a year of social awareness and reckoning. More employees came to understand the purpose of their organizations' diversity and inclusion programs, became aware of their tendencies towards **Unconscious Bias**, and started to test their own **Pre-Existing Mindsets**. This investment in training has already had an impact: we're delighted to see observed increases in empathy—in our estimation, the 'skill of the decade'— and we are heartened to see more individuals willing to be upstanders without condition. This is a positive trend for strong and organic prosocial **Norms and Practices** which our 2020 Workplace Culture Report identified as the single most important factor in creating a respectful workplace culture.

While we can hope that a year like 2020 is a rare occurrence, we are certain that change is a constant. How do organizations stay on top of change? We suggest tracking your leading indicators of Respect—as well as core competencies across Inclusion and Ethics—to measure changes in workplace culture and to optimize interventions and investments where they'll make the most significant impact.

We're eager for feedback and collaboration from other passionate practitioners who are on the front lines of workplace culture. Join our client community to share insights, experiences, and feedback that helps create healthier workplace cultures.

Please reach out... we are #alwayslearning.

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Methodology

Source Data

The data in this report is generated by Emtrain AI, a scalable CultureTech platform that enables deep insights on the health of workplace culture, based upon learner responses in online training. Using research-based concepts and techniques grounded in behavioral science, we extract authentic employee perspectives to provide leading indicators of risk on core organizational competencies.

This report on Respect includes data from Preventing Workplace Harassment and Unconscious Bias courses. These are dialog-based programs that use situational judgment tests and social polling with real-time peer responses: while learning key concepts, participants view video scenarios of workplace conflict and reflect on their experiences at work and their company's workplace culture.

The majority of the data about employee experiences is based on employee responses on 7-point Likert scales appropriate to each question. In this report, "agreement" is defined as those who felt most strongly (top 2 box combined.) We also collect responses using multiple choice, Boolean and open text, as are occasionally reflected in this report.

Our data spans two years, and for comparison purposes, we looked at data from Emtrain AI platform inception through 12/31/19 ("2019") and 1/1/2020 - 3/7/2021 ("2020" or "2020/21"). This report references 23 million employee sentiment data points from 370,000+ employees and more than 400 companies. For all company-level analyses in the report, we use aggregate employee responses at those companies.

Workplace Color Spectrum©

At many points throughout our Preventing Workplace Harassment program, we ask participants to color code a video scenario to assess the severity of behaviors using Emtrain's Workplace Color Spectrum®. Workplace Color Spectrum responses are also analyzed using a variance measure to understand the degree of differing opinion as participants viewed and rated the video scenes.

Workplace Social Indicators™

Emtrain's analytic framework of Workplace Social Indicators decodes workplace dynamics around Respect, Ethics, and Inclusion into sixteen indicators that are scored, measured and benchmarked.

- **Respect:** In-Group/Out-Group Dynamics, Power Dynamics, Norms & Practices, Unconscious Bias, Social Aptitude, Pre-Existing Mindsets

- **Inclusion:** Valuing Differences, Allyship, Cross-Cultural Experience, Curiosity & Empathy, Authenticity & Belonging, Decision Making Processes, Norms & Practices

- **Ethics:** Accountability, Trust, Decision Making Processes, Norms & Practices

Workplace Culture Benchmark™

The Workplace Culture Benchmark for Respect measures the six Workplace Social Indicators for Respect (reflecting twelve dynamics) that differentiate healthier companies from less healthy companies. Generally speaking, healthier companies perform better on these indicators. However the top and bottom companies for each indicator vary and even the healthier companies have middling scores in some areas. Workplace Culture Benchmarks are also available for Inclusion and Ethics.