

In mining companies around the world, diversity and inclusion have become a common – if not standard – part of the company strategy. Diversity – defined as being composed of differing elements or qualities – is often easy to see and quantify. Diversity gets an assortment of people in the room. On the other hand, inclusion – defined as taking in diverse members so they are part of a group in a beneficial way – is much more challenging. Diversity is being invited to the meeting, while inclusion allows, even expects, everyone in the room to contribute and consider the ideas and opinions of others. More simply, diversity is having mixed company, inclusion creates a safe space where all thoughts and ideas can be freely expressed, heard and thoughtfully considered.

**W** According to Culture Amp, a platform that provides companies data and analytics on their corporate culture, inclusion exists when a company's employees have a fundamental sense that they are important and are valued. In a wide-reaching survey on the topic, Culture Amp found that a sense of belonging was the only attribute that was a consistent and universal predictor of employees' workplace commitment, motivation, pride and willingness to recommend the company to others.

The survey also found that employees, "who feel they belong perform better, become more willing to challenge themselves, and are more resilient." Conversely a lack of belonging leads to frustration and employee turnover. From this data it's clear: the more employees feel they belong, the more engaged they are and the better they perform.

**N** The best way to help employees feel included is to focus on mitigating exclusion. By ridding the workplace of exclusion, we also avoid the toxic atmosphere it creates: feelings of rejection, lost sense of meaning, reduced self-esteem.

Prominent writers on the topic of inclusion recommend that managers make changes in behaviour to