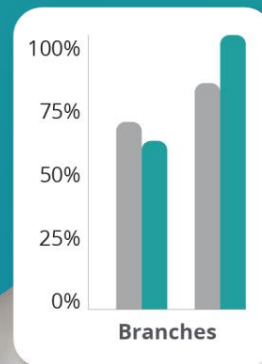


The Surprising Science of Belonging in the Workplace

Terryberry Product Spotlight Webinar

Aug, 2025



43%
Increase in
recognition!



▲ eNPS increase
▼ Lowered attrition

75%
Engagement

terryberry
Engage • Reward • Succeed



Presenter

Brad Sytsma

Product Manager, Be Recognized
Terryberry



Presenter

Travis Poppleton

Director of Product Management
Terryberry

Empowering People & Organizations to Thrive

- **100+ years** helping organizations recognize and engage their people
- **Engagement solutions** that work, with the data to prove it:
 - Recognition & Rewards
 - Surveys & Insights
 - Physical & Mental Well-being
- **Trusted by 40,000+ organizations** with millions of employees across industries



Product Spotlight: Key Features

1. New Belonging Measurement

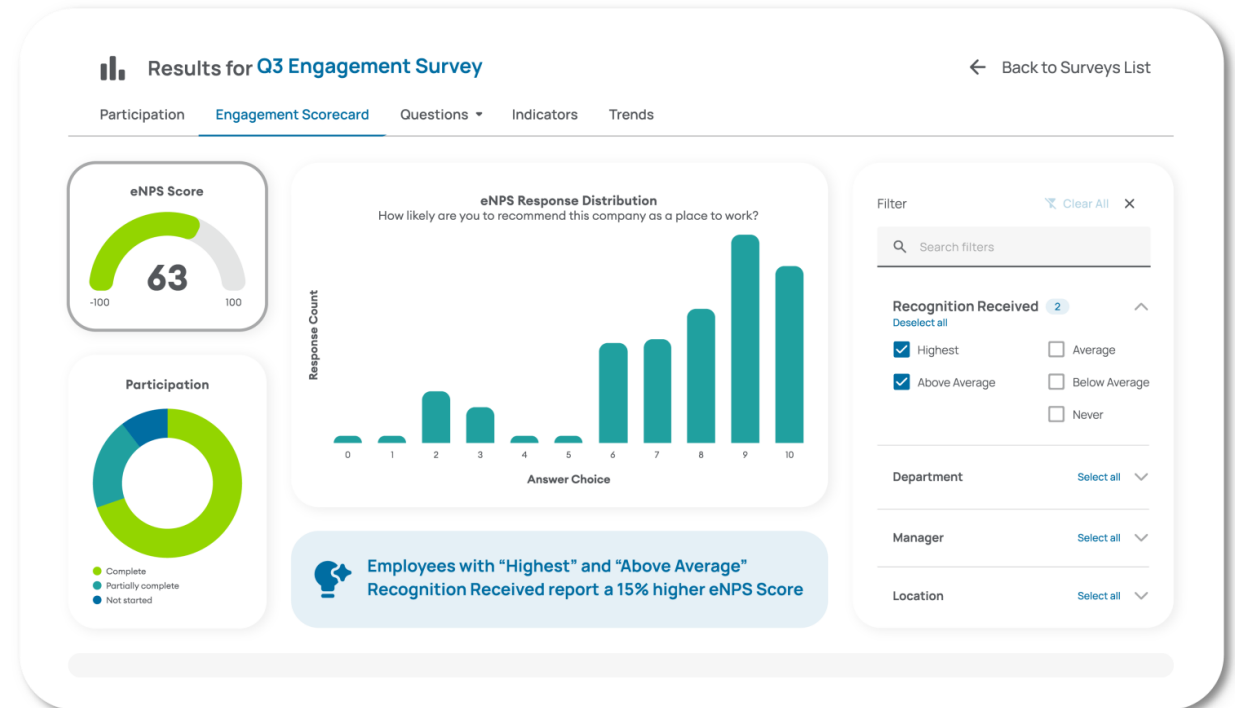
see survey results by question, group by segment, and analyze recognition's impact on belonging

2. Driving Belonging with Recognition

tools designed for leaders to promote inclusion, belonging, and productivity

3. New Belonging Analytics

built on scientifically-validated research to identify strengths and opportunities



Terryberry's Employee Engagement Model

Belonging

Fostering a culture of belonging promotes collaboration, mental health, and creative problem solving.

Purpose

Employees who feel their goals and values align with those of their workplace have significantly higher retention level.

Empowerment

Granting employees appropriate authority, resources, and support fosters a culture of self-learning and ownership.



Recognition



Wellness



Rewards

Leadership

Credible and honest leadership drives loyalty, promoting both retention and engagement.

Wellbeing

Physical, mental, and emotionally healthy employees are more likely to remain focused and motivated.

Equity

Employees who feel opportunities, promotions, and recognition are awarded fairly are more likely to go the extra mile.

Why Belonging?

A sense of belonging and acceptance is essential for psychological well-being



Maslow (1968) argued that survival needs must be satisfied before the individual can satisfy the higher needs.

Maslow's hierarchy of needs

<https://www.simplypsychology.org/maslow.html>

What is Belonging?

A pillar of Terryberry's employee engagement model



Belonging refers to employees' experiencing an acknowledgment of one's talents, interests, and experiences, and finding whole acceptance of oneself expression of these.

- **82% of people** worldwide said they feel lonely at work, with 46% adding they were likely to leave a job because of loneliness
- **\$8B dollars** spent each year on diversity trainings that miss the mark because they neglect belonging & inclusion

Belonging drives

- **56%** better job performance
- **50%** lower turnover
- **75%** fewer sick days

If all workers at a 10,000-person company felt a high degree of belonging, **productivity gains would top \$52 million a year.**

Sources:

Belle, Burley, and Long, 2015

[Blau, Golberg & Keyser, 2023](#)

[The Value of Belonging at Work](#) (HBR, 2019)

[BetterUp, 2019](#)

What about DEI?

Historical context and significance



- **1970s & 80s** The first employee resource group (ERGs) formed at Xerox | DEI begins to expand beyond
- **1987** Workforce 2000 groundbreaking report by the Hudson Institute emphasizes economic benefits of diverse workplaces
- **1990s & 2000s** Roles like Chief Diversity Officer emerge, and diversity training becomes widespread
- **2010s** DEI becomes a strategic imperative. Companies align diversity to competitiveness and include DEI into marketing and identity. Rise of ERGs.
- **2020s** Increased transparency, embedded DEI into core business functions, THEN political and legal pressure pushed back. Some groups begin using DEIA (for accessibility)
- **Today** Mixed landscape with 56% of workers viewing DEI positively. Shift toward quiet inclusion.

Outcomes: companies in top quartile of gender diversity outperform by 39% | diverse management 38% more revenue | 30% higher profit margins

The Four Pillars of Belonging

New validated scale for Organizational Belonging (Goldberg & Keyer, 2023)



Be Myself:

the freedom to voice a contrary opinion without fear of negative consequences

* significant impact on **productivity**

Acceptance:

Finding whole acceptance of one's self expression of talents, interests and experiences

* significant impact on **intent to stay**

Value Diversity:

Appreciating and honoring differences; culture that encourages open communication and collaboration

Connection:

Cohesion with others; feeling connected and part of something together

Management level employees perceived higher Be Myself and Connection than non-management employees.

It may be easier to “speak freely” when you have more authority.

1st Poll

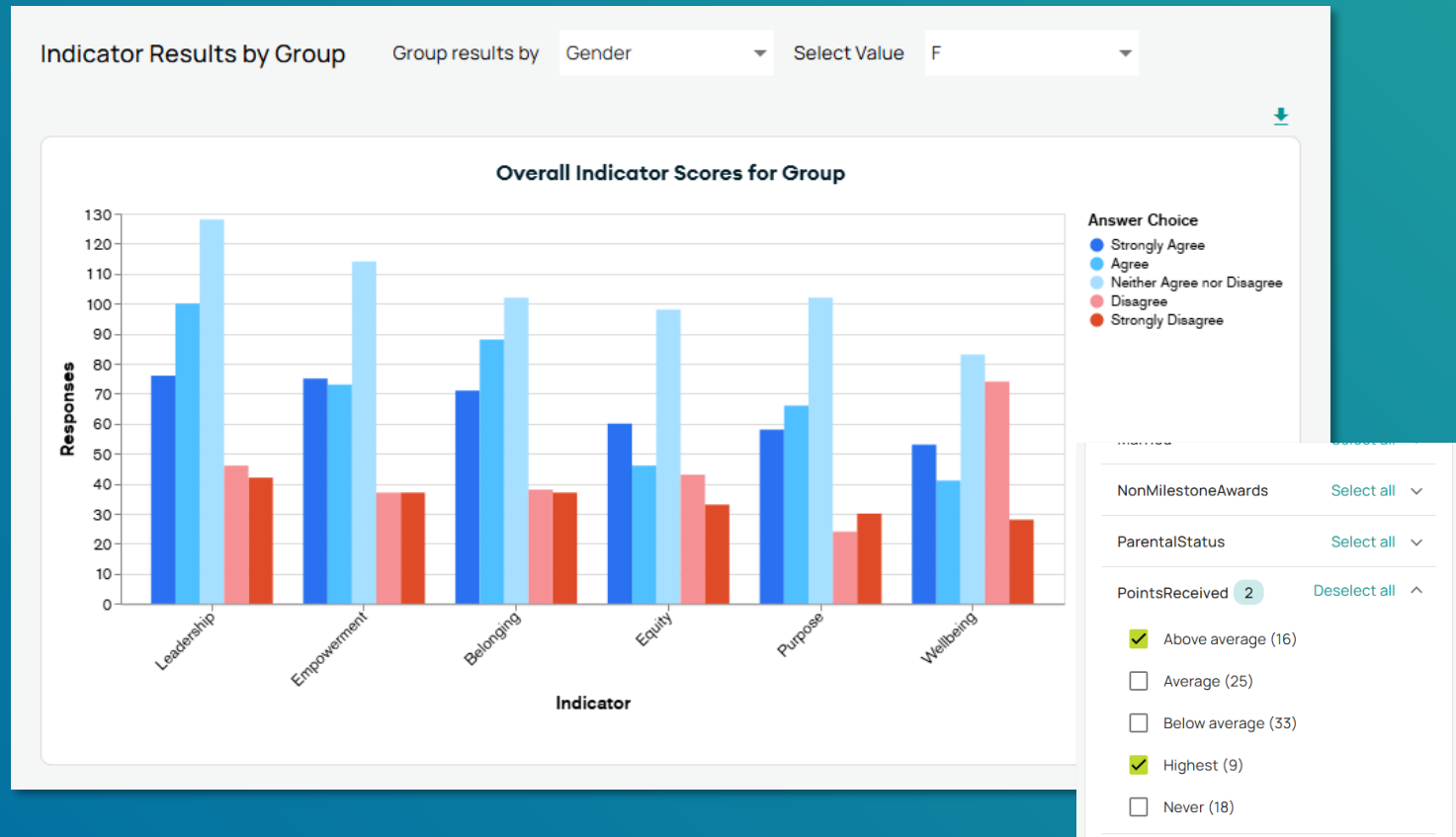
Measuring the Four Pillars of Belonging

Which belonging dimension do you think is the biggest challenge at your organization today?

1. Be Myself – Whether employees can express authentic identity without fear
2. Acceptance - Feeling genuinely valued for unique contributions
3. Value Diversity - Seeing differences celebrated, not just tolerated
4. Connection - Meaningful relationships with colleagues and the organization
5. Rejection/Exclusion factors - Fear, isolation, and exclusion from ownership
6. Unsure - We don't currently measure belonging

1st Product Demo

How to Measure Belonging



- Analyzing survey results by individual questions
- Remote locations, part-time, full-time segment analysis
- Analytics showing recognition's impact on belonging factors

2nd Poll

Recognition That Builds "Achieved Belonging"

Which belonging pillar does your recognition program currently strengthen most effectively?

1. **Be Myself** - Celebrating employees being their authentic selves
2. **Acceptance** - Publicly recognizing unique contributions
3. **Value Diversity** - Highlighting how diversity strengthens team outcomes
4. **Connection** - Building meaningful connections between colleagues
5. **Rejection/Exclusion factors** - Promoting inclusion and autonomy
6. We're not sure how our recognition impacts belonging

How to Drive Belonging with Recognition



- Recognize specific achievements based on core values and personal milestones
- Program design tips for less visible positions (i.e. factory vs. office staff)
- Leadership tools to promote inclusion and belonging, driving autonomy and productivity

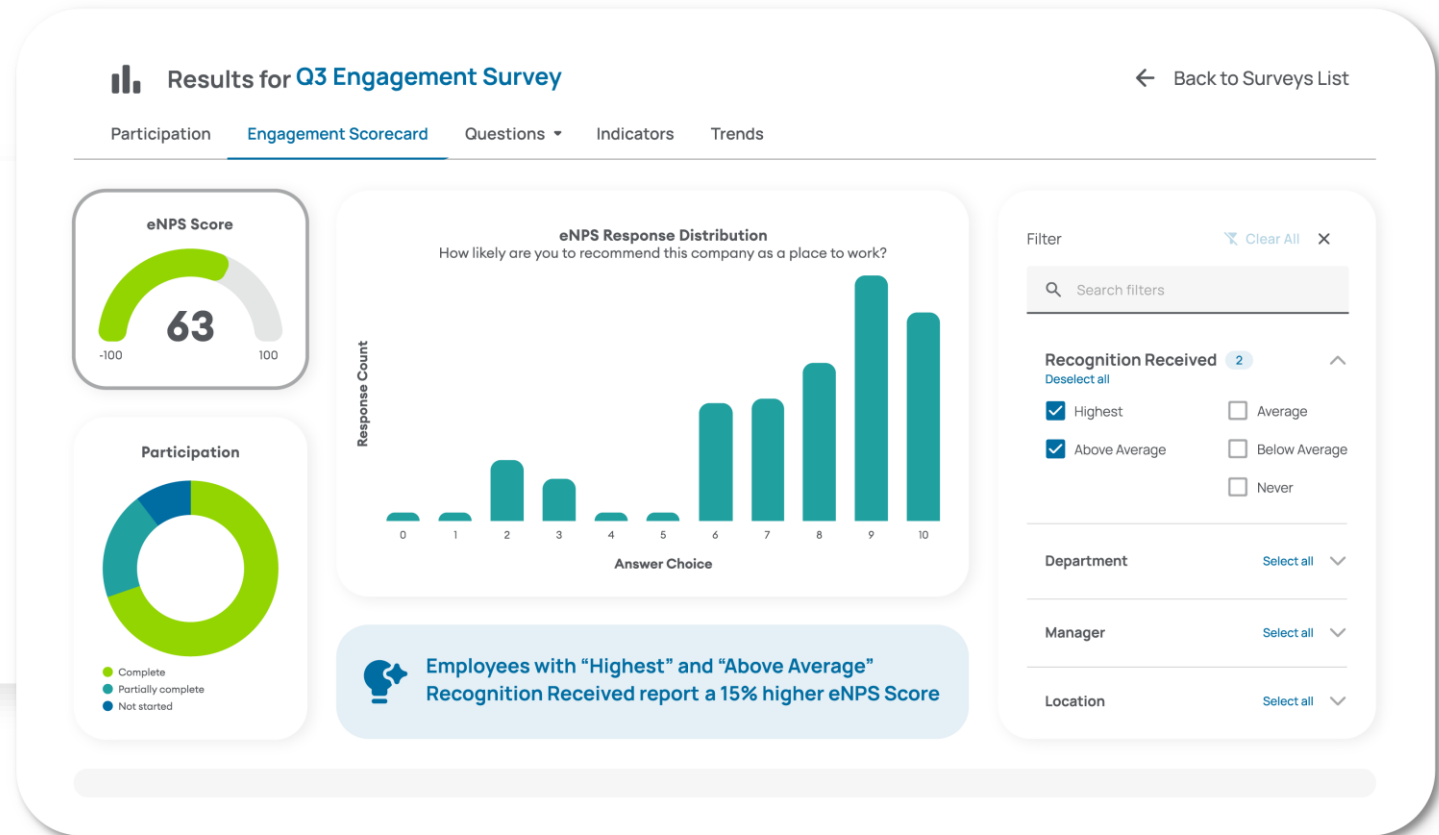
3rd Poll

The Belonging-Performance Connection Analytics

Which outcome of belonging would resonate most in a conversation with your leadership team?

1. **Productivity gains** from "Be Myself" belonging factor
2. **Retention improvements** from "Acceptance" belonging factor
3. **Reduced stress and anxiety** from achieved belonging (Malone's correlation data)
4. **Innovation increases** from psychological safety to express authentic ideas
5. **Remote work effectiveness** measured through belonging pillars
6. **Reduced turnover** from decreased exclusion factors

Questions?



Thank You!

Interested in Terryberry?
Talk to us after the webinar.



terryberry
Engage • Reward • Succeed