



seramount

Talent Solutions for Better Workplaces

GUIDE

The Four Key Metrics to Measure Inclusion

What Should We Measure Now?

In the current environment, inclusion leaders can no longer rely on traditional diversity and equity metrics to demonstrate progress. Increased scrutiny, evolving legal guidance, and shifting expectations have made once-standard measures harder to use, harder to defend, or altogether unavailable.

As a result, leaders are increasingly turning to inclusion as the primary way to understand whether their workplaces are working as intended. But this shift has exposed a significant gap: While inclusion has become the focal point, far fewer organizations have a clear, shared understanding of how to define it, let alone how to measure it.

80%
of leaders are
rethinking inclusion
definitions and metrics

In fact, Seramount research found four in five inclusion leaders reported that they are actively rethinking how their organizations define and measure employee inclusion. What's missing is a clear, practical answer to a foundational question: What, exactly, should organizations be measuring to track inclusion progress?

DEI Metrics

- Concrete and visible
- Tracked consistently over time
- Interpretable at a glance
- Easy to explain to executives and boards



Inclusion Metrics

- Often described in broad or aspirational terms
- Measured through generalized culture or sentiment indicators
- Difficult to translate into next steps

A Clear, Practical Pathway to Measuring Inclusion

To close this gap, Seramount researchers set out to answer a foundational question: *What are the specific experiences that consistently define an inclusive workplace?*

Drawing on more than 20 years of academic and practitioner research, Seramount's "Pathway to Inclusion" research identified four core inclusion metrics that translate inclusion from an abstract concept into something observable and measurable.

This guide introduces those four metrics and explains how organizations can use them to measure inclusion today. It represents the first phase of "Pathway to Inclusion" focused on defining and diagnosing inclusion challenges.

Four Metrics That Drive an Inclusive Culture

Seramount's research shows that inclusive workplace cultures are defined not by isolated programs or statements but by four core employee experiences that show up across teams and over time.

4 Key Metrics for Measuring Inclusion



These four metrics describe what inclusion looks like in practice. They reflect how employees experience their day-to-day work, how consistently inclusion is reinforced across the organization, and whether inclusive behavior is understood as a shared expectation, not an individual choice.

These metrics operate at both the micro and macro levels of the organization. At the **micro level**, inclusion is shaped through daily manager interactions that influence how safe, valued, and supported employees feel on their teams. At the **macro level**, inclusion is reinforced—or undermined—by organizational systems, norms, and expectations that signal what behavior is truly expected of everyone.

Taken together, the four metrics provide a practical, measurable framework leaders can use to assess where inclusion is strong, where it breaks down, and where to focus next.

The Four Metrics in Practice

The four metrics define what inclusion looks like at a high level, but measuring them requires greater precision. Each metric reflects a distinct employee experience and is shaped by specific, observable behaviors and organizational signals.



#1: Employees Feel Psychologically Safe

An environment where employees are comfortable speaking up, asking questions, making mistakes, and challenging ideas without risk of retaliation.

Example of Measurable Behaviors

Managers, supervisor, or equivalent models vulnerability by admitting mistakes.

Mistake to Avoid

Measuring manager effectiveness, as this doesn't reveal which specific behaviors a manager is, or is not, using.

#2: Employees Believe Their Contributions Are Valued

The extent to which one's work is accepted, respected, and included in the overall operations of the team and the organization

Example of Measurable Behaviors

Managers or equivalent provides constructive feedback framed around growth and respect, not only corrections.

Mistake to Avoid

Confusing inclusion with engagement, as engagement, job satisfaction and/or being proud to work at the organization are not proxies for being valued.



The Four Metrics in Practice (cont.)

#3: Employees See Their Identity Reflected

The ability for employees to see individuals who share an aspect of their personal identity across the organization

Example of Measurable Behaviors

The organization supports ERGs with funding, governance, and executive sponsorship.

Mistake to Avoid

An overly narrow focus on dimensions, such as gender identity or ethnicity, as this misses the broader meaning of all social identities (parent, caregiver, generation, tenure, etc.).



#4: Cultural Norms Expected of All Employees

Employees trust the previous three drivers are expected from all employees (entry level to C-suite), and those who support these norms are rewarded and those who impede them are held accountable.

Example of Measurable Behaviors

The organization links sustained failure to progression limits or people-leadership responsibilities.

Mistake to Avoid

Thinking policies equal practice, as the norms listed as organizational expectations must be enforced in day-to-day behavior.



Where Inclusion Leaders Should Go Next

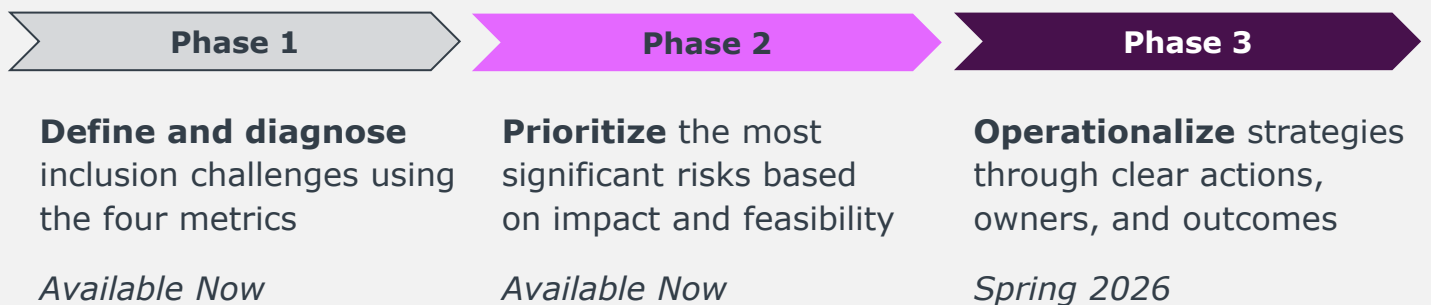
Metrics Are the Starting Point

Identifying the right inclusion metrics clarifies what matters, but it does not, on its own, indicate where to act or what to prioritize. Leaders still need to understand which of the four metrics is weakest, where gaps are concentrated, and what behaviors or systems are contributing to those results.

This is where many organizations get stuck. Inclusion data exists, but it is often difficult to interpret, prioritize, or translate into clear action. Moving forward requires a structured way to make sense of results and decide what to do next.

Seramount's "Pathway to Inclusion" was designed to help leaders move from insight to action in a deliberate, low-risk way. It provides a structured approach for using inclusion data to diagnose challenges, prioritize the most significant risks, and operationalize change.

Seramount's Pathway to Inclusion



Explore More Resources



Big Bets for 2026:
Seramount's Predictions for
the Future of Inclusion

[Watch the Webinar](#)



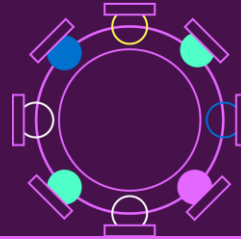
Ready-to-use engagement
survey questions aligned to
the four metrics

[Request the Questions](#)



6 Equations to Calculate
the Bottom-Line Value of
Inclusion

[Get the Formulas](#)



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