# Inclusion-Check

## Interpretation Guide

## Organizational Evaluation

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## Why is this interpretation guide important?

Diversity and inclusion (D&I) are crucial for creating a fair, innovative and high-performing organization. Your Inclusion-Check evaluation provides valuable insights into the current state of your organization's D&I culture. To use this data effectively, you need to interpret it correctly.

This guide will help you to develop a better understanding of your data and how to classify it.

We have chosen the fictional organization Inclusive Future Ltd. to provide a practical example. The corresponding sample evaluation can be found at www.inclusion-check.ch/en/in-brief.

Please note that the interpretations and recommendations in this document refer exclusively to Inclusive Future Ltd.. These are not universally valid and may not be applicable to your organization or others. The interpretation of the results depends heavily on the respective corporate culture and context. Effective measures can only be derived by taking into account the specific internal structures, processes and cultural conditions of your company.

## Interpreting organizational evaluations correctly

Data relating to diversity and inclusion (D&I) should always be interpreted in the context of company size, industry, and cultural conditions, rather than being viewed in isolation. Analyzing figures in isolation can lead to false conclusions. Individual key figures often provide limited insight; only by combining various indicators can an adequate reflection of the actual situation and developments be obtained.

Temporal comparisons and comparisons with relevant benchmarks also play an important role in revealing trends and changes. They help to identify progress, uncover potential, and derive targeted measures.

It is important to take possible biases into account. Different groups within an organization often experience and evaluate D&I issues very differently. To obtain a balanced picture, therefore, the diversity of perspectives should always be taken into account.

### Structure of the organizational evaluation

The evaluation is based on the St. Gallen Inclusion Index. This index considers both individual factors, such as belonging and authenticity, and organizational factors, such as equal opportunities and diversity of perspectives. This is supplemented by evaluations that consider diversity characteristics and accessibility in more detail. Additionally, survey participants can provide general feedback to the organization via a free text field.

### Threshold values and percentages

The results are presented on a scale from **0** to **100**. These values have been standardised so that a score of 100 always represents the maximum positive result. Threshold values are also used to evaluate statements:

- Green (75–100): Good to very good results – «Keep up the good work»
- Yellow (63–74): Solid foundation – «Take a closer look and make targeted improvements»
- Red (0–62): Need for Action – «Take action!»

The colours of the traffic lights thus help with quick orientation and prioritisation of measures.

## Definitions

| | |
|---|---|
| **Inclusion** | When employees feel that they belong and are treated fairly in their working environment, they can be authentic and contribute their skills and ideas. |
| **Diversity** | Diversity refers to the resources of employees within an organization. It highlights the similarities and differences between employees in a non-judgmental way. These characteristics include language, age, physical and mental abilities, and nationality. |
| **Obstacles** | In the context of the Inclusion-Check survey, an *obstacle* is defined as something that prevents people from participating in working life on an equal and self-determined basis. Obstacles can be physical, communicative, digital or social, and can affect access to buildings, information, services and interpersonal interactions, for example. |
| **Physical and Mental Impairments** | Functional impairment of physical, psychological or mental abilities. Existing obstacles - e.g. obstacles in the environment or when interacting with other people, lead to difficult conditions or restrictions in everyday life or at work. |

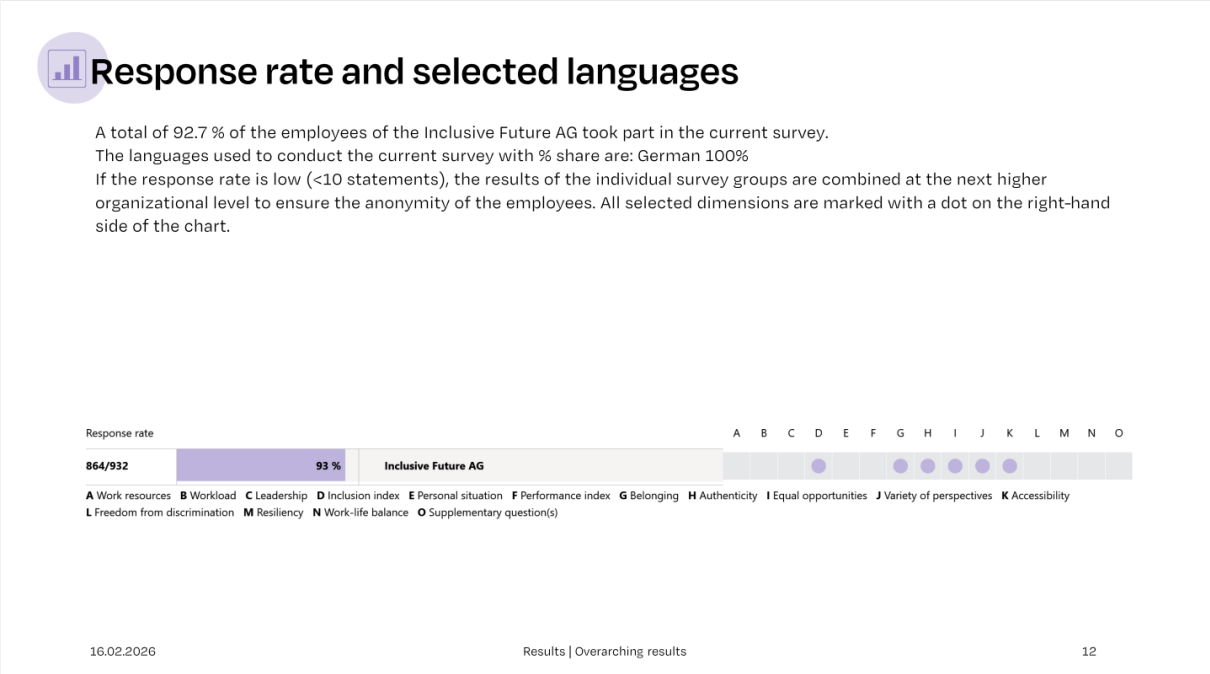
## Glossary

| | |
|---|---|
| **Item** | A single element of a survey (e.g. a statement or question) that serves to capture specific information, opinions or attitudes of the participants |
| **St. Gallen Inclusion Index** | The St. Gallen Inclusion Index is a tool for measuring inclusion in the workplace. The aim of the index is to measure four key dimensions of inclusion: authenticity, belonging, diversity of perspectives and equal opportunities. |
| **Benchmark** | Benchmarks are comparative values, either internal or external, that enable systematic comparisons of results and key figures. Results can, for example, be evaluated using comparative data from the St. Gallen Inclusion Index across Switzerland. |
| **Bias** | Distortions that can influence the results of the survey arise, for example, from unrepresentative samples (e.g. in the case of a low response rate) or social desirability (answers that are considered socially acceptable). |

# Organizational Evaluation

## Overall Results

### Response rates and selected languages (slide 12)




The response rate shows the proportion of people who took part in the Inclusive Future Ltd. survey – measured against all those invited. In this case, the survey link was sent to a total of 932 people, of whom 864 people completed the survey. This corresponds to a response rate of around 93%, which is an excellent result.

The languages used are shown as percentages in the continuous text, whereby in this example all participants completed the survey in German.

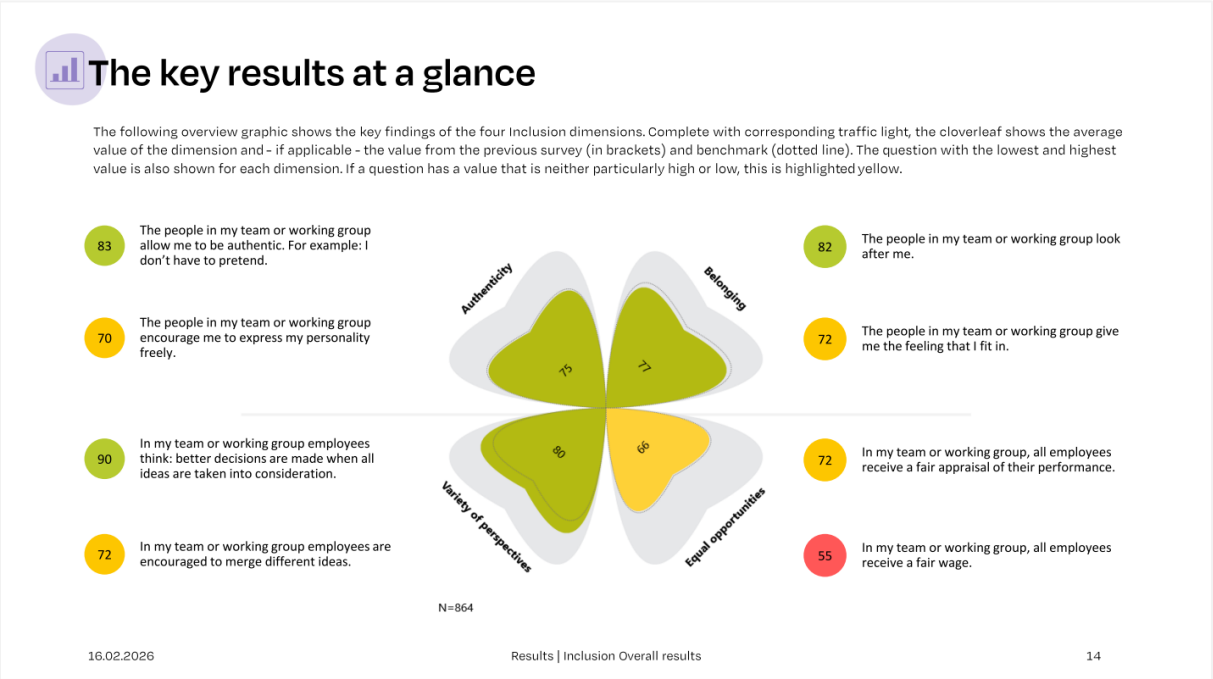
**Good to know**

Employee surveys generally have significantly higher response rates than other survey formats, such as customer or population surveys. The reason for this is that the questions are directly relevant to employees' everyday working lives. It is expected that they will have an impact, and personal contact and low hurdles to participation will further increase motivation.

Response rates above 70% are considered very good, between 50% and 70% are considered average, and below 50% are considered low.

## Inclusion | Overall results

### The key results at a glance (slide 14)




The four dimensions of inclusion – authenticity, belonging, diversity of perspectives, and equal opportunities – paint a largely positive overall picture. Notably, three of the four dimensions – authenticity, belonging and diversity of perspectives – are in the green zone. Even the lowest individual scores in these three areas are above 70 points and in the yellow zone.

The situation is different for the dimension of equal opportunities, however, where the overall value is 66 points (in the yellow zone) and one individual value is in the red zone. This may indicate a need for concrete action. Despite the comparatively weaker result for equal opportunities, Inclusive Future Ltd. is still within the average range compared to the benchmark.

The situation is different for the belonging dimension: the overall score of 77 points is significantly below the benchmark here, indicating a clear opportunity for development in this area, especially given the otherwise positive overall impression.

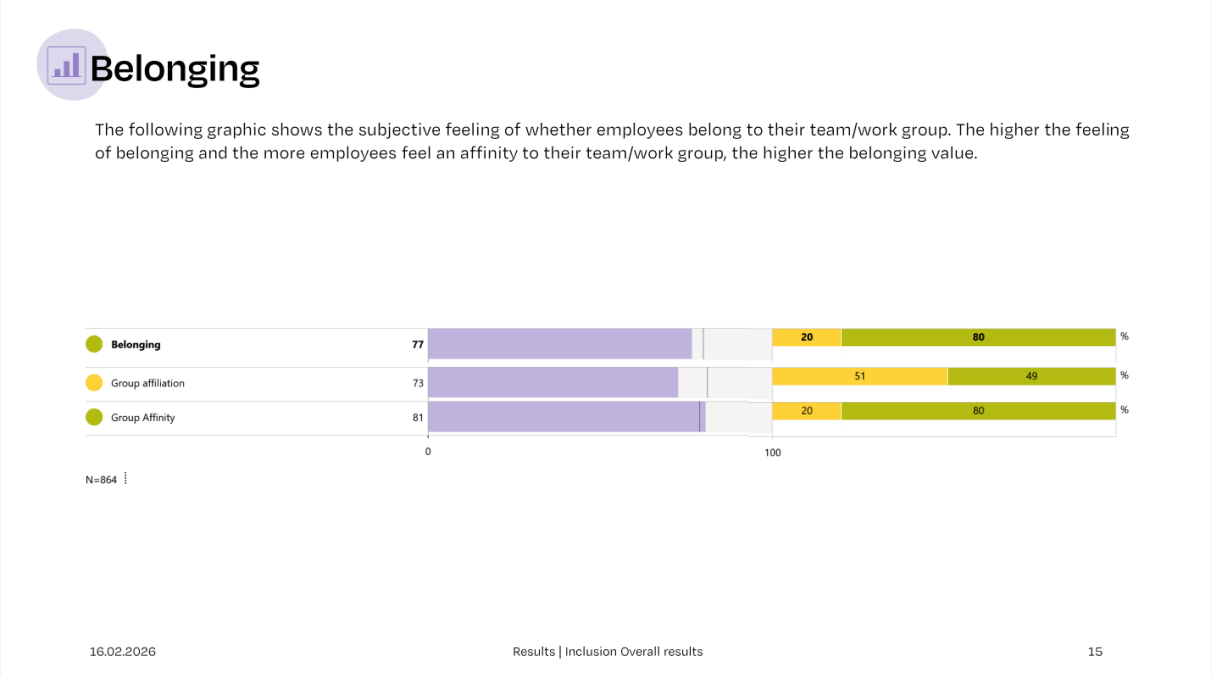
**Good to know**

When interpreting the results, it is important to take industry-specific differences into account, as dissatisfaction with pay is more common in certain industries than in others. It is also important to look beyond the colors of the traffic light system or the raw numerical values. The results must always be viewed in their overall context; for example, in comparison with the benchmark.

Additional insights can be gained by breaking down the results according to characteristics such as age, gender, origin and employment status (see slides 19–25). This can reveal hidden patterns, such as when certain groups consistently feel less included.

It is not a question of taking immediate action everywhere. Rather, it can be beneficial to focus on specific areas in order to implement targeted and sustainable improvements.

## Belonging (slide 15)




The overall *Belonging* value is calculated by taking the average of the two sub-aspects: *Group affinity and Group affiliation.* As shown by the responses on the right, the majority of participants feel a moderate to strong sense of belonging to their own team/working group. However, a comparison with the benchmark indicates that Inclusive Future Ltd. could improve in this area. Examining the two sub-aspects more closely will help identify possible specific areas for action.

*Group affiliation*, i.e. the feeling of belonging to a group, is in the yellow zone and well below the benchmark. Over half of the participants (51%) say they only feel moderately included. This suggests that many employees may not yet feel fully integrated into their role or the team, possibly due to unclear responsibilities, limited social connections in their day-to-day work or changing team configurations, as can occur with hybrid working arrangements.

*Group affinity* – the feeling of being perceived positively by the team/working group – is significantly stronger. This value is also above the benchmark. The feedback suggests that many employees experience their team as appreciative and supportive.

**Classification of Results**

Despite the overall positive values for perceived belonging, there is a clear difference between the two sub-aspects: the emotional connection to the team (G*roup affinity*) is more pronounced than the functional feeling of being part of the group (G*roup affiliation*).

This suggests that employees generally perceive their working environment as appreciative and supportive and feel well integrated on an interpersonal level. However, not everyone feels like an integral part of the team in a structural or organizational sense

**Recommended Actions**

Although appreciation and care within the team are important, they are not enough on their own. It is worth reflecting on what belonging means: for example, feeling that you fit into the organization and can identify with its goals and values. Belonging can also be fostered through active participation in decision-making, change processes, and strategy development. One possible measure, therefore, would be to involve employees more closely in decisions and processes.

**Good to know**

Slight deviations in the average values may occur if individual participants did not answer all the questions, particularly when values are weighted by topic.

## Authenticity (slide 16)




The overall value for *Authenticity* is composed of the average of the two sub-*aspects Room for authenticity and Encouraging authenticity*. The overall value is just within the green range but below the benchmark.

Most employees feel that they have enough space to be authentic. This is reflected in the predominantly positive feedback on the *Room for authenticity* sub-aspect. However, the score is significantly lower than the benchmark. This suggests that, while Inclusive Future Ltd. fosters a generally positive internal perception, other organizations promote authentic behavior more effectively in everyday life, whether through a more open culture, clearer leadership signals or more realistic structures.

On the other hand, the value placed on *Encouraging authenticity* is well above the benchmark. This suggests that the company has a supportive attitude towards authenticity, actively encouraging its employees to be themselves. However, the higher proportion of red and yellow responses in this area is striking. This indicates that encouragement is not perceived as strongly by everyone or is not equally effective everywhere.

**Classification of Results**

Despite good overall scores for authenticity, there is a noticeable discrepancy between the two sub-aspects: although Inclusive Future Ltd. employees feel they have room for authenticity, they feel less actively encouraged to use this space. This means that the framework conditions are basically in place – most people feel free enough to be themselves.

Additionally, a relatively high proportion of responses in the encouragement to be authentic category are red or yellow. This suggests that not all employees perceive the message that they are allowed to be authentic with the same clarity -or that it is not being implemented consistently.

**Recommended actions**

The high level of encouragement for authenticity shows that the values communicated are correct – this is a strong foundation.

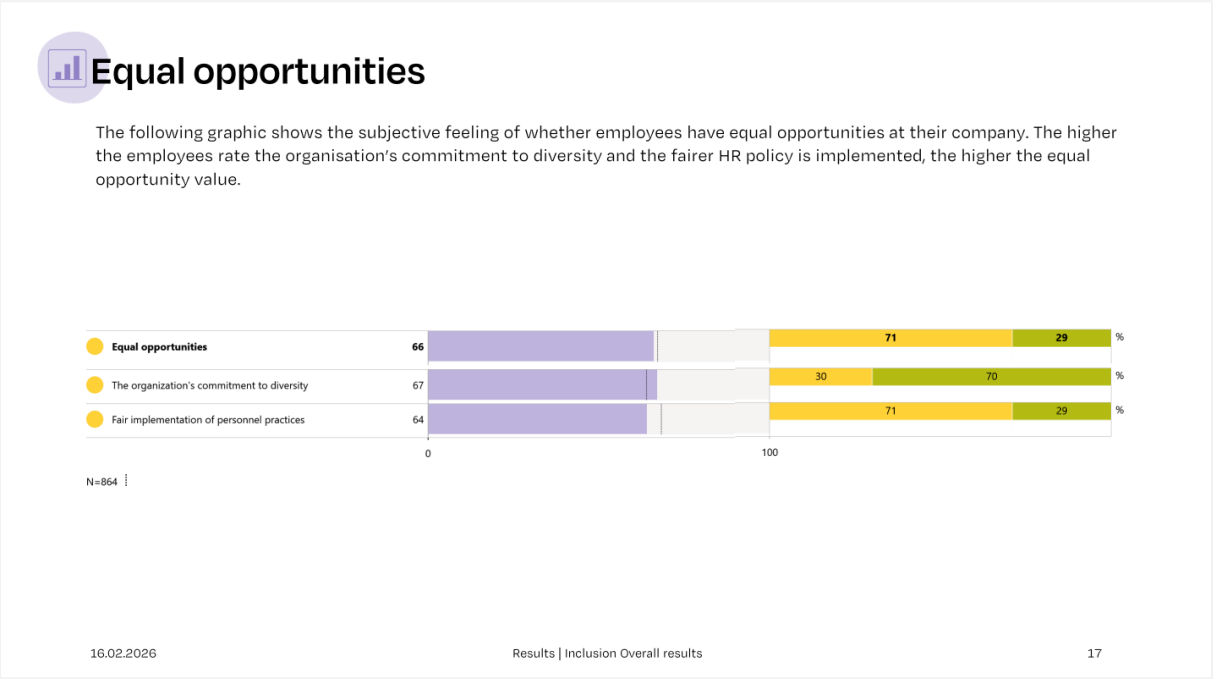
Now it is time to question organizational structures, processes and unwritten rules: Where are certain behaviors (implicitly) rewarded or sanctioned? Is there room for non-conformist perspectives, alternative opinions and different forms of expression?

The reference to the proportion of people who do not experience any *Room for authenticity* (red values) should be taken seriously. The evaluations according to diversity criteria (see slide 21) provide a good basis for identifying patterns and targeted measures for the relevant groups.

**Good to know**

Slight deviations in the average values may occur if individual participants did not answer all the questions, particularly when values are weighted by topic.

## Equal opportunities (slide 17)




The overall score for *Equal opportunities* is calculated from the average of the two sub-aspects *The organization's commitment to diversity* and *Fair implementation of personnel practices*. The score is in the yellow range and just below the Swiss benchmark.

The highest rating is given to the *organization's commitment to diversity* within Inclusive Future Ltd.. The majority of participants perceive that Inclusive Future Ltd. is clearly committed to diversity at a structural level. A comparison with the benchmark shows that Inclusive Future Ltd. significantly outperforms other organizations in this area, indicating a strong commitment to diversity at a structural level.

The sub-aspect of *fair implementation of personnel practices* is rated more cautiously than the *organization's commitment to diversity*. The application of rules and processes – for example, in recruitment, promotion or development – is perceived as less clearly fair. Around 71% of participants give a medium level of agreement (yellow). This points to a possible area for action: although the majority do not view the implementation negatively, they do not consistently view it as clearly fair or convincing either.

**Classification of results**

The results show that Inclusive Future Ltd. employees generally perceive the *organization as being committed to diversity.* This is evident in terms of communication, values and strategic orientation.

However, the experience of concrete implementation in everyday life is less pronounced. Feedback on the *fair implementation of personnel practices* suggests that not all employees have equal opportunities in their daily work situations. For example, this applies to decisions regarding task allocation, development opportunities, and selection procedures.

The high number of yellow responses in both areas suggests that many people are uncertain or have not had clear, positive experiences that they could evaluate unequivocally.

**Recommended Actions**

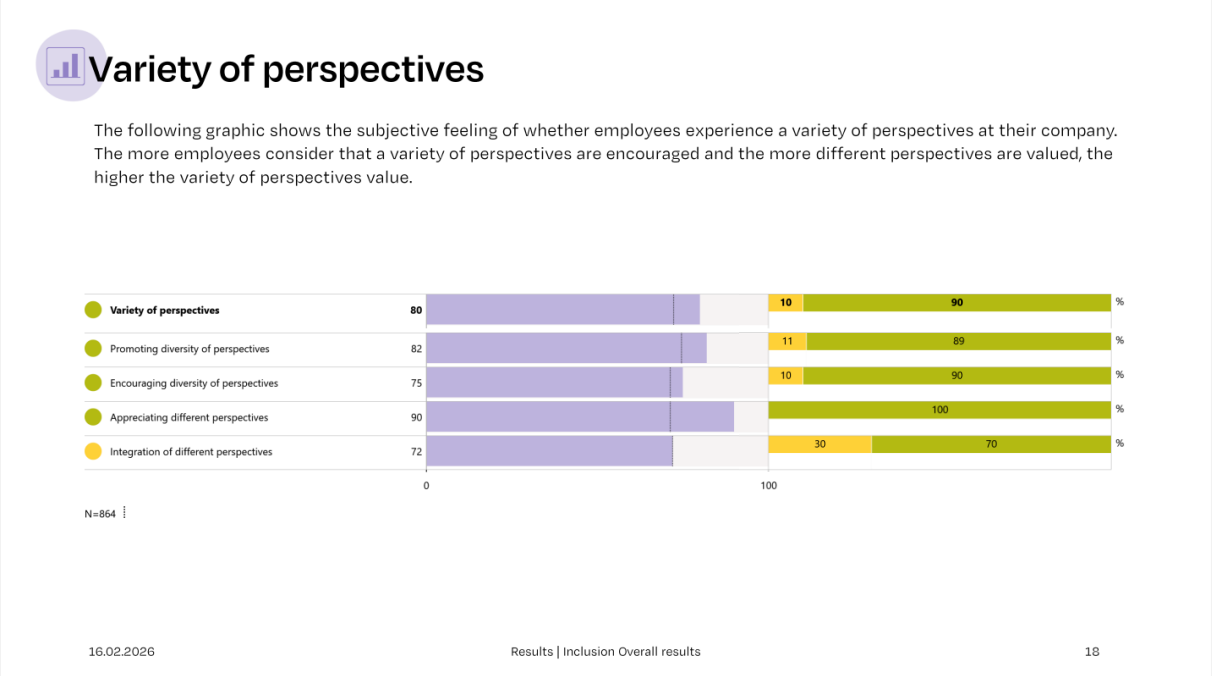
Based on these results, an in-depth analysis of personnel practices is recommended to identify and address potential structural inequalities systematically. The organization's positive commitment to diversity provides a strong foundation for credibly implementing improvements.

Additional insights can also be gained by analyzing the results according to diversity criteria such as age, gender, origin and employment status.

**Good to know**

Slight deviations in the average values may occur if individual participants did not answer all the questions, particularly when values are weighted by topic.

## Variety of perspectives (slide 18)




The overall score for *Variety of perspectives* is calculated from the average of the four sub-aspects *promotion of diversity of perspectives*, *encouragement of diversity of perspectives*, *appreciation of different perspectives* and *integration of different perspectives*. The overall score is in the upper green range and well above the benchmark.

The strongest aspect is the *appreciation* of different perspectives, with exclusively positive ratings. The sub-aspects of *promotion* (82 points) and *encouragement* (75 points) are also rated highly and are well above the benchmark. This is a clear sign that the organization has already established effective structures and a practiced attitude that visibly promotes and enables diversity. This suggests that a lot is already being done right when it comes to dealing with different perspectives – both on a cultural and structural level.

The aspect of *integration of different perspectives* is the most reserved in the yellow area. It is also striking that 30% of the participants give a yellow rating. This indicates that although different perspectives are fundamentally desired and valued, their actual integration into everyday working life is not consistently experienced.

**Classification of results**

Employees at Inclusive Future Ltd. clearly perceive their working environment as open and supportive when it comes to dealing with different points of view. Variety of perspective is not only tolerated but actively promoted and recognized — to a much greater extent than in many other organizations, as the benchmark shows.

These results speak to an attitude that embraces diversity of opinion and fosters cultural openness and differentiated perspectives as part of everyday working life. It seems that Inclusive Future Ltd. has already established successful practices in these areas.

The only downside is that the integration of these perspectives into decisions, processes and results is viewed more cautiously. This reveals a contrast between cultural openness and structural effectiveness: while there is an invitation to diversity, there is a lack of consistent use of it.

**Recommended Actions**

There's no need to try to make changes in all areas at once. Instead, focus on the areas where action is most needed.

**Good to know**

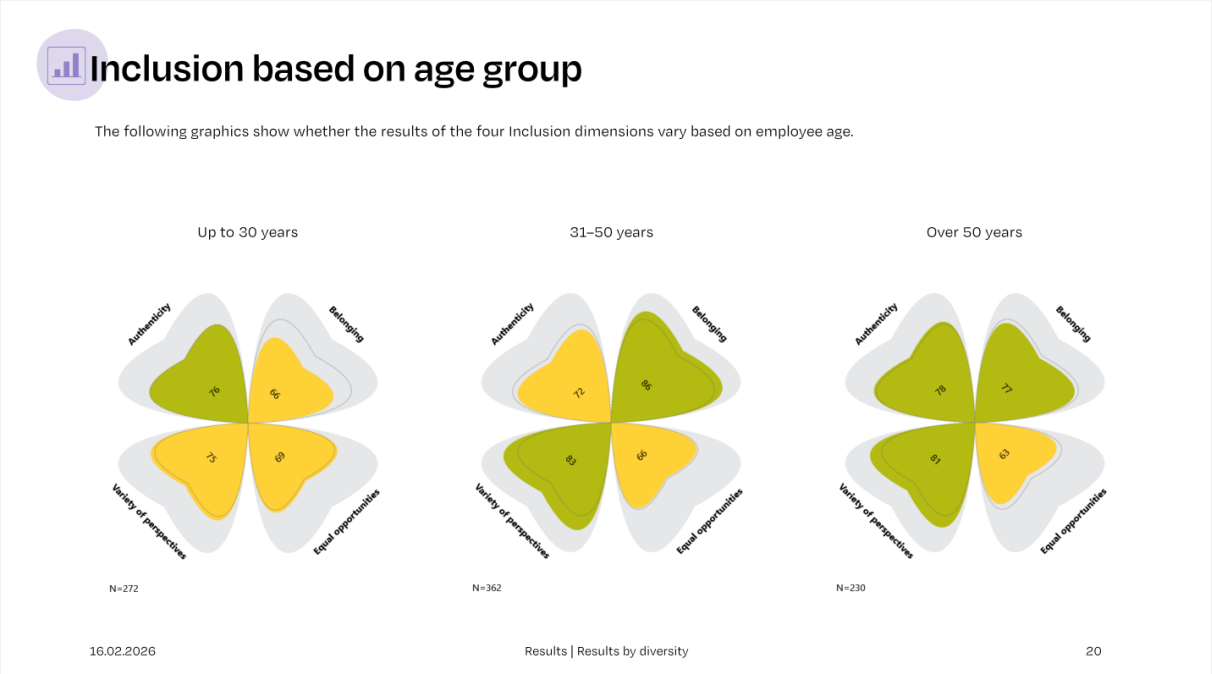
Slight deviations in the average values may occur if individual participants did not answer all the questions, particularly when values are weighted by topic.

## Inclusion | Results according to diversity criteria (slide 20–25)

The graphs below show how the results in the four dimensions of inclusion – *authenticity*, *belonging*, *diversity of perspectives* and *equal opportunities* – differ depending on diversity characteristics such as *age*, *gender*, *professional role*, *level of employment* or *physical or mental impairments*.

These differences should not be viewed as judgements, but rather as indications of different experiences, perspectives, and potential structural obstacles. They provide valuable information for the development of targeted measures to promote inclusion and equal treatment.

Items that were answered by fewer than 10 people are **not evaluated** – accordingly, the respective display remains empty. This is the case, for example, for people with a level of employment below 50% – here, apparently no one with a low workload completed the survey, or there are no people employed with a corresponding workload (see slide 23).



## Inclusion based on gender/gender identity

The following graphics show whether the results of the four Inclusion dimensions vary based on employee gender/gender identity. «Other» is based on additional gender assignments other than male or female as well as people who do not associate themselves with any gender.

Female




N=322

Male




N=412

Other




N=130



## Inclusion based on professional role

The following graphics show whether the results of the four Inclusion dimensions vary based on employee occupation.

With management




N=312

Without management




N=460

In training




N=92

## Inclusion based on employment level

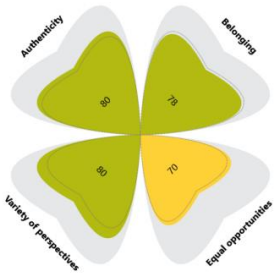
The following graphics show whether the results of the four Inclusion dimensions vary based on employee workload. Workloads over 90% indicate a full workload.

90–100 % (full time)




N=650

50–89 %




N=214

less than 50 %



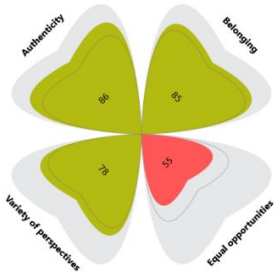

N=0 ** Insufficient data



## Inclusion based on physical/mental impairments

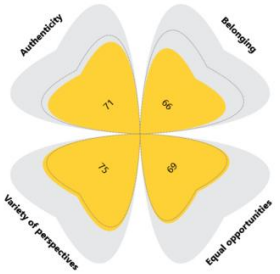
The following graphics show whether the results of the four Inclusion dimensions vary based on your employees' physical and mental requirements. Physical impairments: Difficulties seeing, hearing, moving around the site, with certain movements, chronic illnesses or sense of taste and/or smell. Mental impairments: Difficulties remembering things or concentrating, understanding or sharing and mental wellbeing. Multiple answers were possible.

Physical impairment




N=318

Mental impairment

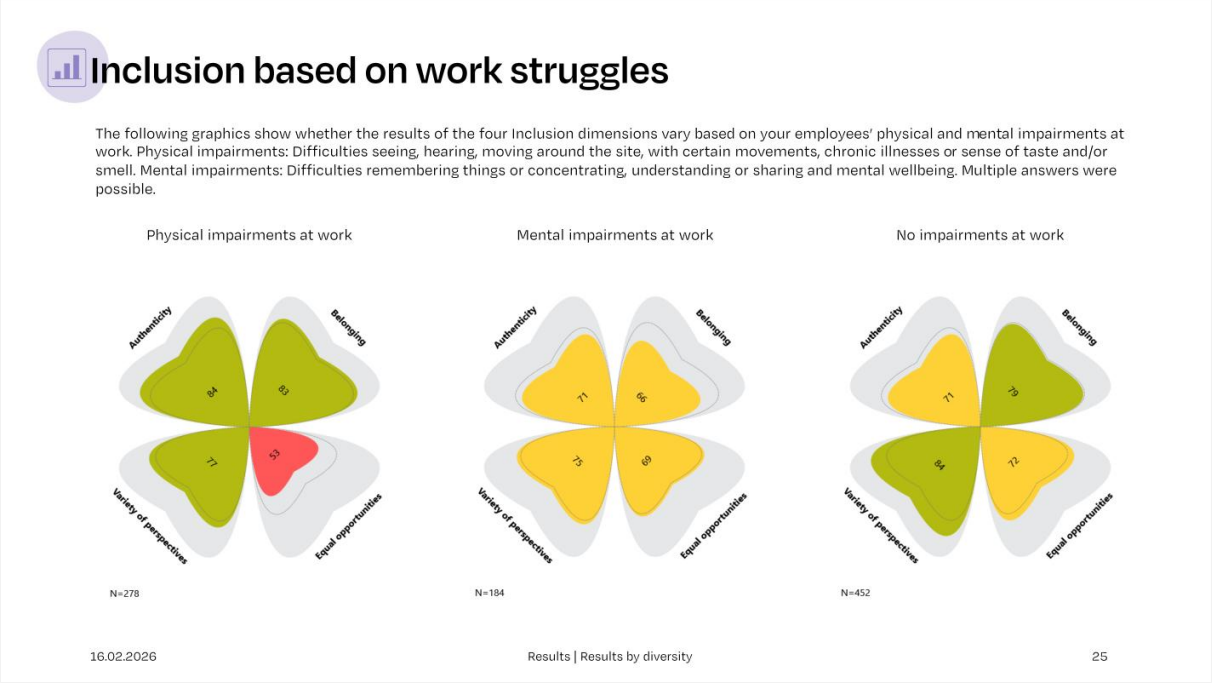



N=184

No impairment




N=412




**Finding 1:** Equal opportunities are viewed critically across the board

The most striking deficits are evident in the *equal opportunities* petal:

- Red petals appear almost exclusively in this dimension.
- Only in two cases were equal opportunities rated green; otherwise, yellow and red responses dominate.

The following groups in particular feel affected:

- Men (slide 21)
- Employees without management responsibility (slide 22)
- Employees with physical impairments (slide 24)
- People who are restricted in their everyday work due to their physical impairment (slide 25)

Possible reasons could be perceived lack of transparency, lack of accessibility or dissatisfaction with selection processes for promotions. Experienced obstacles, such as stairs and other structural conditions, can also prevent employees from taking advantage of the same opportunities.

**Recommended Actions**

- Checking accessibility – not just physically, but also in terms of communication, work structures and participation. This can take the form of focus groups or interviews with affected individuals, for example.
- Reviewing internal communication on topics such as pay, promotion, development paths, etc., and ensuring that existing regulations are transparent and accessible.
- Awareness training on unconscious bias for managers and HR, as well as targeted awareness-raising – for example, through regular workshops.

**Finding 2:** Limited authenticity within the team among individuals of the gender «Other»

Those who identified as «Other» stated that they found it more difficult to be themselves in the team (see slide 21). The corresponding value is also significantly below the benchmark. This suggests the presence of cultural or structural obstacles, such as a lack of visibility, uncertainty in dealing with gender diversity, or insensitivity in this area.

**Recommended Actions**

- Promoting a safe, appreciative social climate
- Strengthening visibility and trust for all gender identities – not only through communication, but also in everyday life.

**Finding 3:** Apprentices consistently experience lower levels of inclusion

Feedback from apprentices is critical and in the red zone across all dimensions of inclusion. This suggests that they feel less involved, supported or equal.

Possible causes could be an uncertain status in the hierarchy, low visibility in the team or a lack of active involvement of their perspective in processes.

**Recommended Actions**

- Structured onboarding processes specifically for learners
- Active involvement in team routines and decision-making processes
- Regular feedback formats for early identification of challenges
- Individual support services (e.g. job coaching, tools or mentoring)

**Finding 4:** People with mental disabilities feel less included

As shown on slides 24 and 25, people who report mental impairment show yellow values in all four inclusion dimensions. This may indicate a systematically low experience of inclusion. Notably, values in the dimensions of belonging and authenticity are below the benchmark. This warrants closer examination.

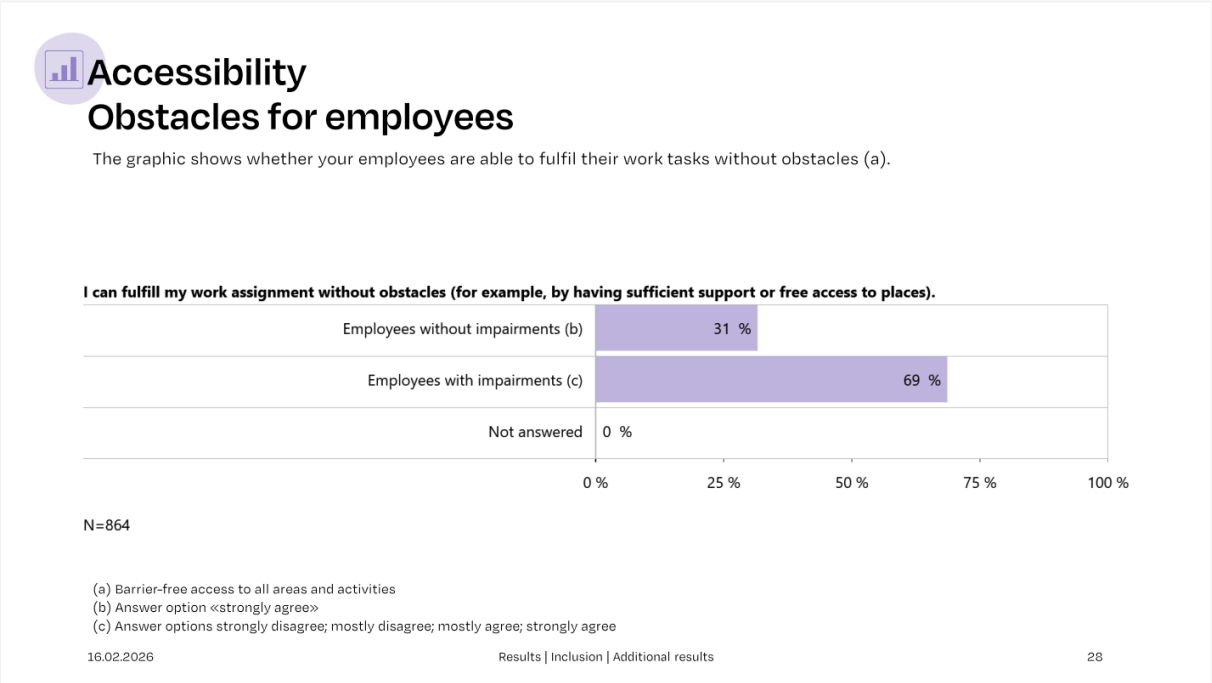
Possible reasons for these values may be that affected individuals do not feel seen or understood, since mental impairments are usually 'invisible'. Added to this are social stigmas that make it difficult to deal with mental impairments openly and authentically.

**Recommended Actions**

- Strengthen psychological safety, for example through anonymous feedback options or confidential contact people.
- Raise awareness of mental health in everyday life through awareness campaigns.
- Create targeted measures to promote belonging, for example through peer offerings or protected exchange formats.

## Additional Dimensions of Accessibility

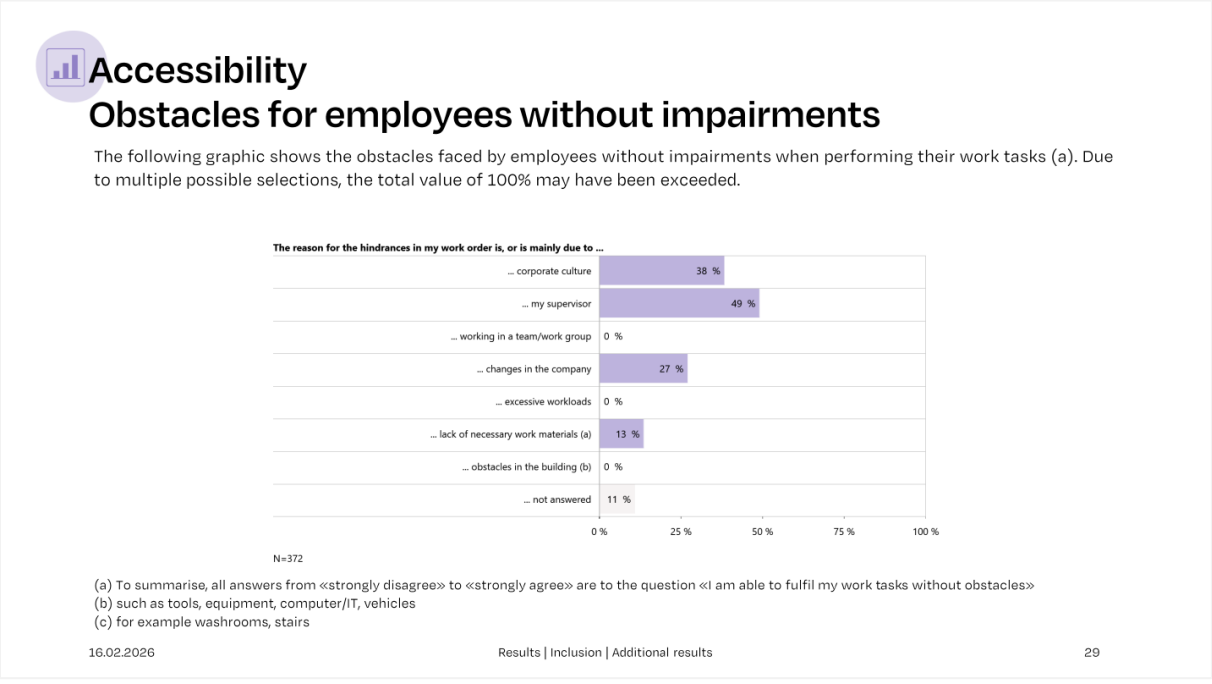
### Obstacles for employees (slide 28)




Employees with and without disabilities can both perceive obstacles in everyday working life. These obstacles can be physical, such as structural hurdles or a lack of aids, or they can be socially or culturally conditioned, for example due to corporate culture or challenges in teamwork.

In this example, over two-thirds (69%) of Inclusive Future Ltd. employees state that they encounter obstacles in their everyday working lives. However, this does not necessarily mean that all of these participants have a physical or mental impairment (see also slide 29).

### Obstacles for employees without impairments (slide 29)




This slide 29 shows a subset of all participants and only the answers of those who did not select “no impairment” as a response option in the question on accessibility (The main reason(s) for the

obstacles in my work assignment is/are...») (i.e. neither «*...lack of necessary support or aids due to my physical impairment*» nor «*...lack of necessary support or aids due to my mental impairment*»).

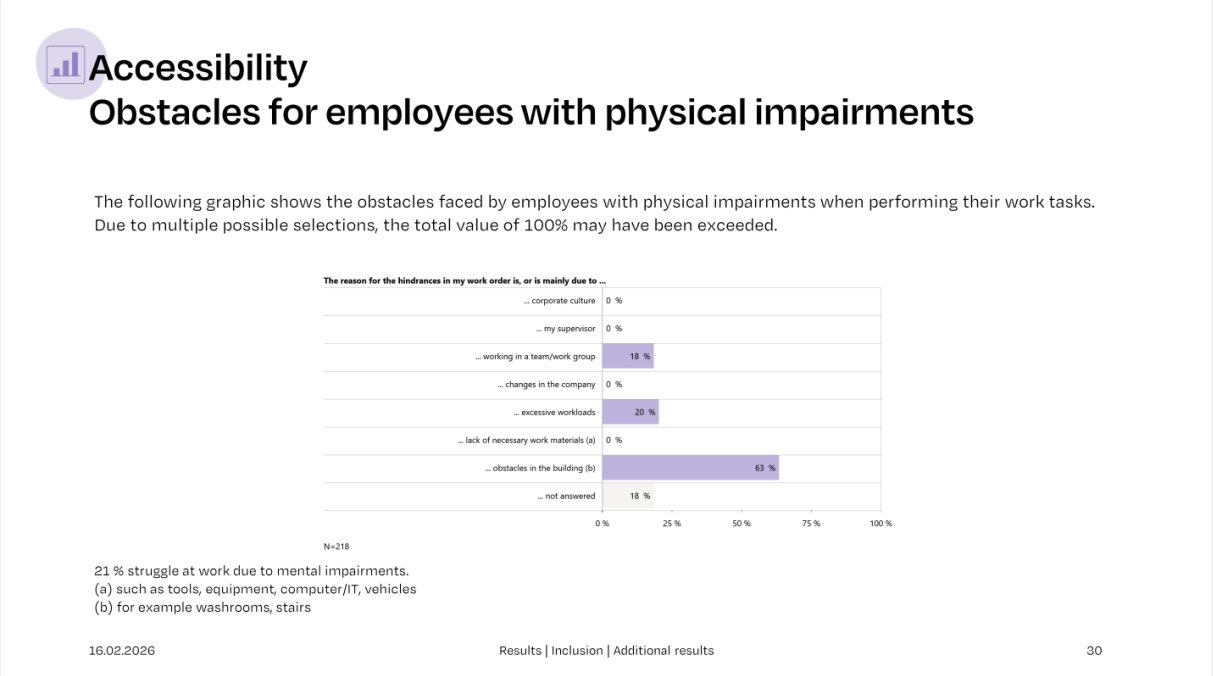
This slide therefore only shows the perceived obstacles of employees *without physical* or *mental impairments*. In the example shown, these employees perceive managers and the corporate culture of Inclusive Future Ltd. as obstacles.

**Recommended Actions**

Strengthen leadership development by promoting an appreciative and participatory corporate culture.

- Actively develop the corporate culture by making values such as openness, respect and participation a tangible part of everyday life, for example through feedback formats, participatory decision-making processes and low-threshold exchange platforms.
- Raise awareness among managers in a targeted manner, for example through training on inclusive leadership behavior, unconscious bias, and psychological safety.

### Obstacles for employees with physical impairments (slide 30)




This slide 30 shows a subset of all participants and only the answers of those who answered the question on *accessibility*.

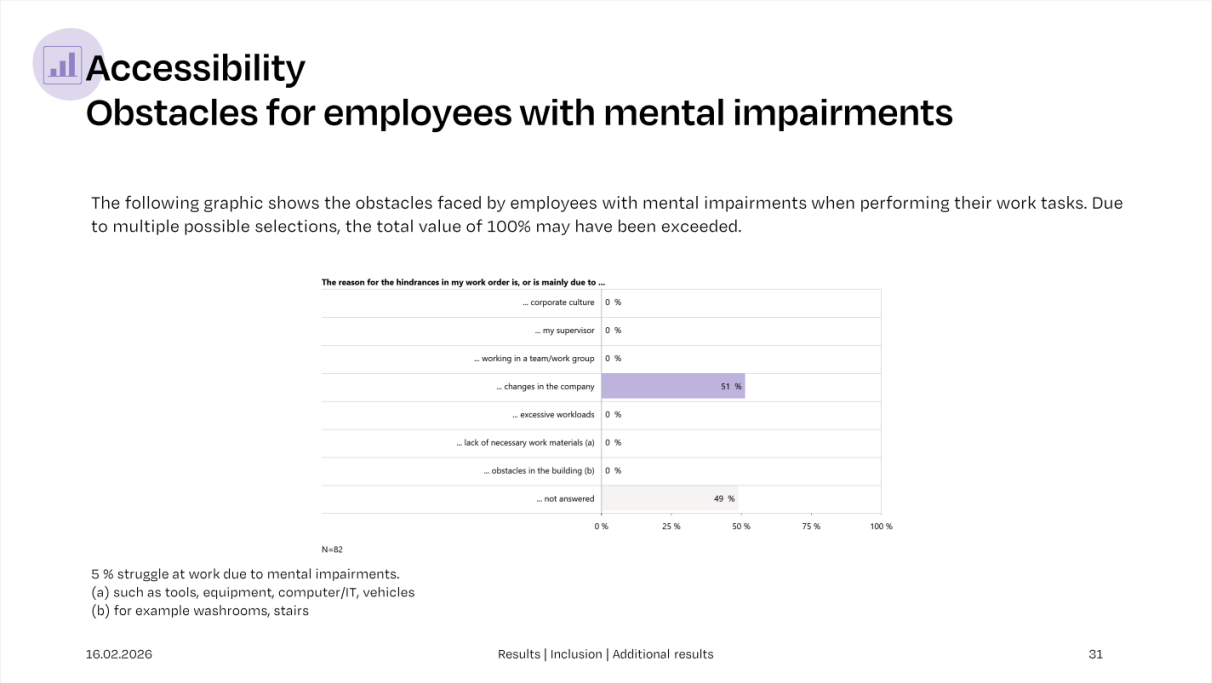
(«*The main reason(s) for the obstacles to my work assignment is/are…*») the answer option«*…lack of necessary support or aids due to my physical impairment*» was selected.

This means that the feedback presented here is only from employees with physical disabilities who have experienced specific obstacles related to a lack of support or inadequate aids. They mainly report obstacles within buildings, such as issues with sanitary facilities or building accessibility.

**Recommended Actions**

Check accessibility by adapting structural conditions (access points, toilets, stairs, etc.) and involving affected persons in the planning of conversion measures.

### Obstacles for employees with mental impairments (slide 31)



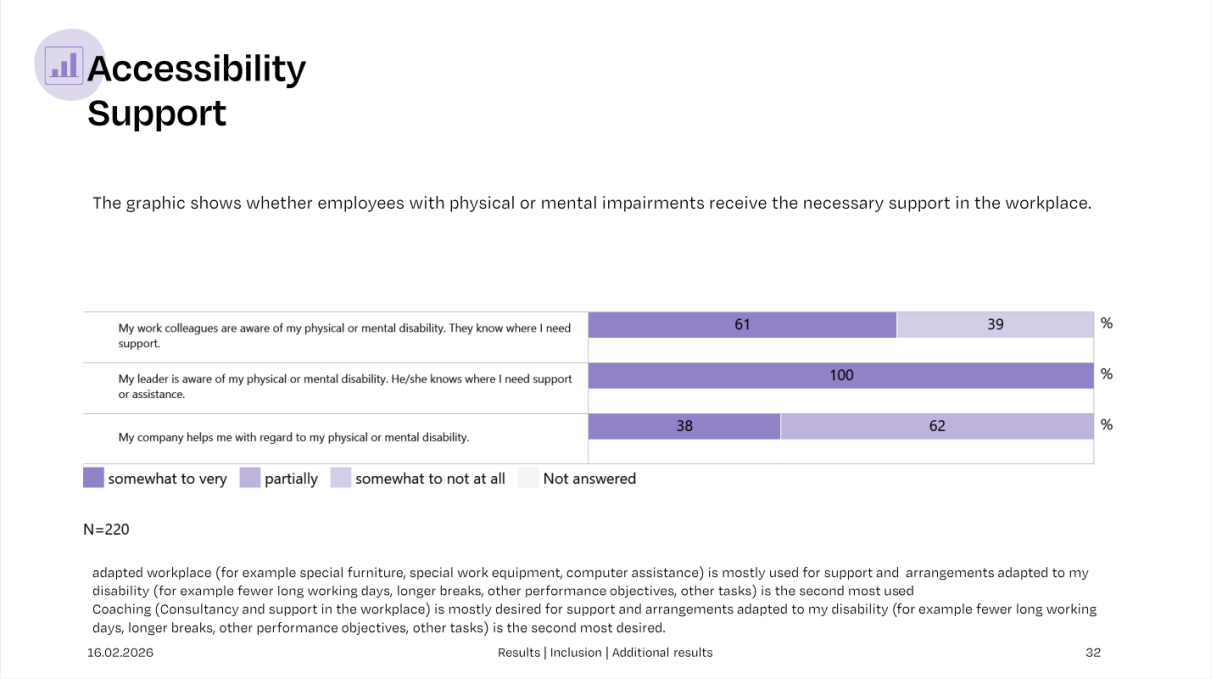

This slide 31 shows a subset of the participants and only the answers of those participants who answered the question on accessibility. («*The main reason(s) for the obstacles to my work assignment is/are…*») the answer option «*…lack of necessary support or aids due to my mental impairment*» was selected.

This means that only feedback from employees with mental impairments who experience specific obstacles related to a lack of support or inadequate resources is presented here. Over half of these individuals state that they find operational changes challenging.

**Recommended Actions**

Designing inclusive change processes by providing transparent support and offering various formats of support throughout the process.

Support (slide 32)




Slide 32 shows a subset of the participants and only the answers of those who answered the question on *accessibility*. («*The main reason(s) for the obstacles to my work assignment is/are…*»)

The answer options «*…lack of necessary support or aids due to my mental impairment* » and/or «*…lack of necessary support or aids due to my physical impairment* » was selected.

It therefore exclusively shows the perceived support provided to employees with physical and/or mental impairments.

One particularly positive aspect to highlight here is that 100% of the participants with impairments stated that their manager was aware of their physical or mental impairment – and also knew where support or aids were needed.

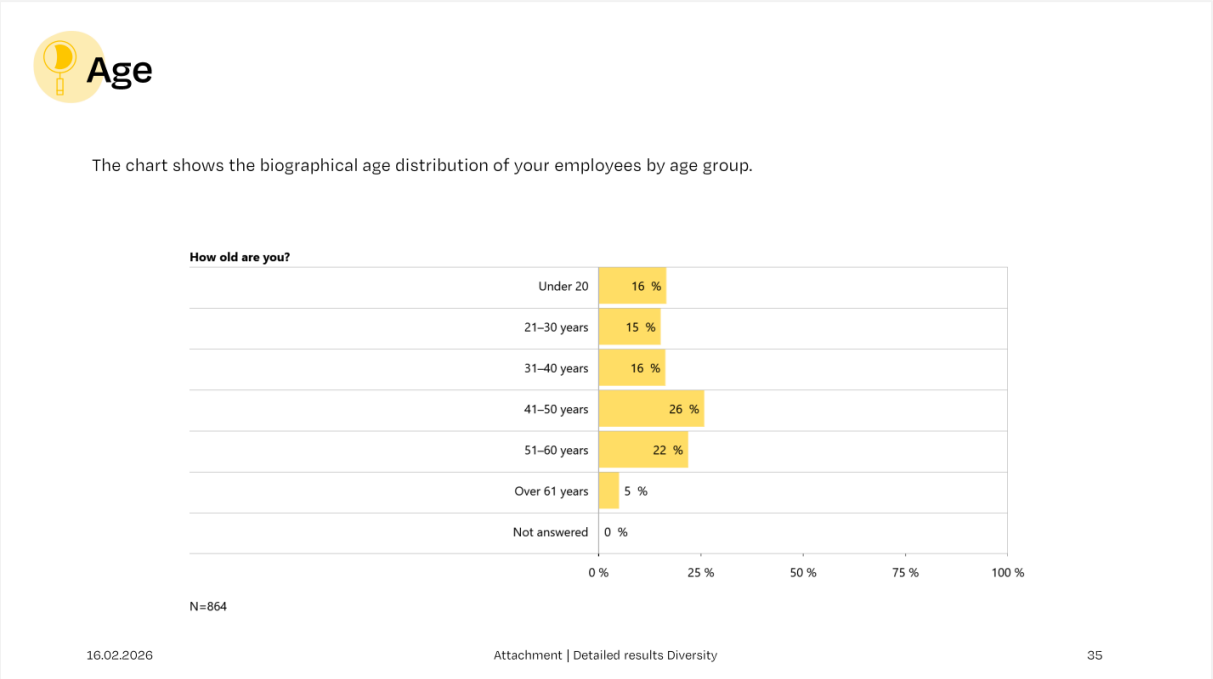
However, there is a clear gap between knowledge and implementation: 62% of those surveyed state that they do not receive the level of support they need. This points to structural or procedural obstacles that still stand in the way of needs-based support in everyday life.

**Recommended Actions**

- Managers' sound knowledge of support needs can be incorporated (e.g. through experience sharing or peer learning).
- Document and evaluate measures tailored to the individual and develop them further together with the employees (individual support plans).

## Detailed Results Diversity

### Age (slide 35)



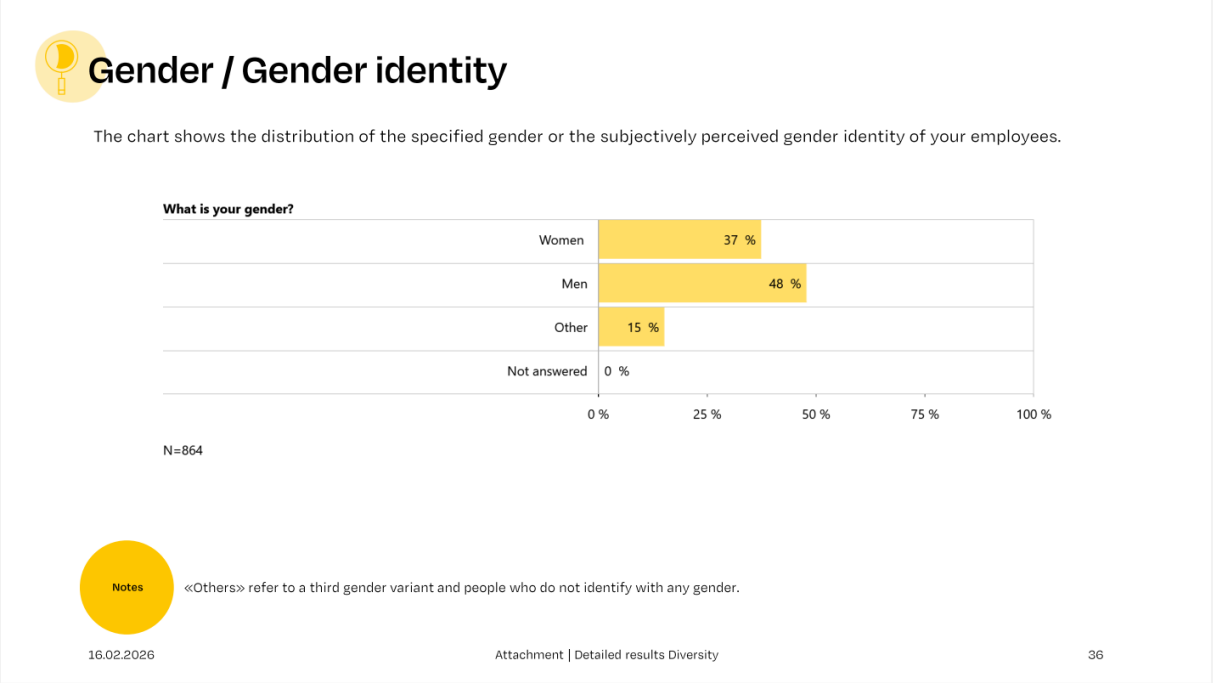

The age distribution of the surveyed employees is balanced across several age groups. The strongest represented groups are those aged 41–50 (26%) and 51–60 (22%).

This distribution can provide valuable insights into the design of offers, communication formats and development opportunities, particularly with regard to age-appropriate work design, the promotion of young talent and knowledge transfer between generations.

**Good to know**

For more detailed or up-to-date information on the age structure, it is also possible to consult the organization's personnel statistics or personnel data. These usually provide a comprehensive overview of all employees, regardless of whether they participated in the survey.

## Gender / Gender identity (slide 36)




The graph shows that 48% of participants identified as male, 37% as female, and 15% identified as «Other». The «Other» response option includes people with a third gender identity, as well as those who cannot or do not wish to assign themselves to a gender.

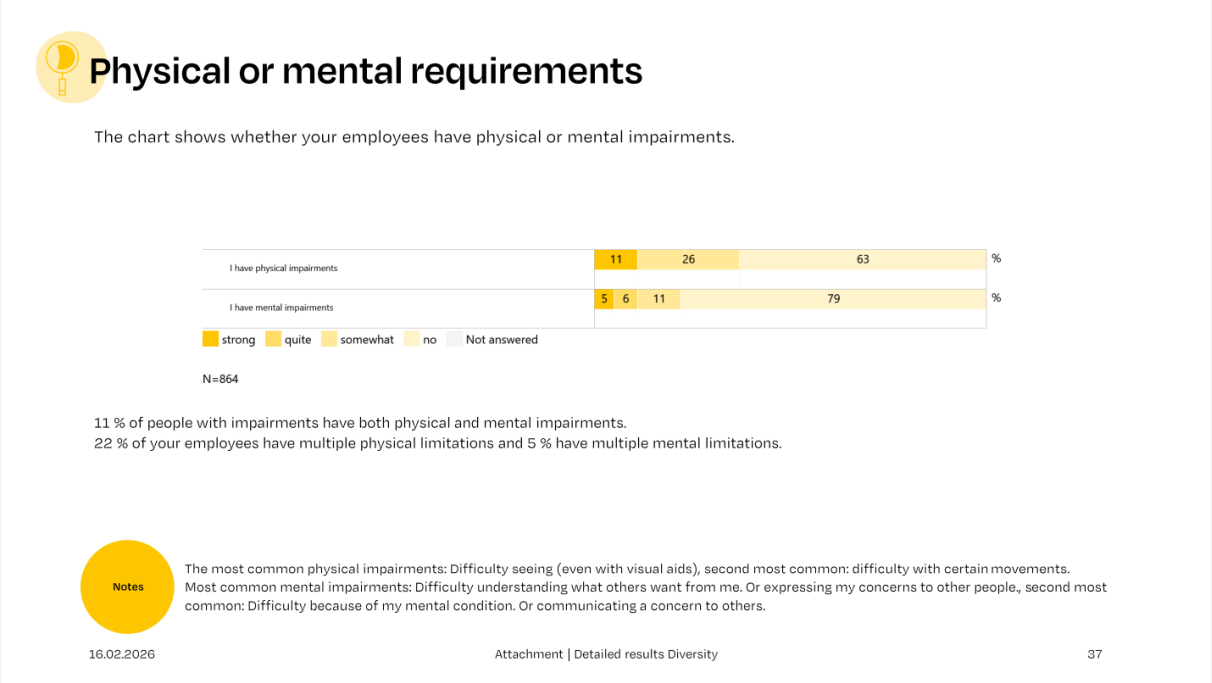
The comparatively high visibility of people with a non-binary or open gender identity (15%) suggests that gender identity diversity is practised within the organization and is visible.

The fact that none of the participants left the question unanswered suggests a fundamental openness in dealing with the issue. The values can provide indications as to how language and processes within the organization can be made more inclusive and gender-sensitive.

**Good to know**

The gender distribution shown refers to those who participated in the survey and does not necessarily reflect the gender distribution across the entire organization. For a full overview, please refer to the personnel statistics.

## Physical or mental requirements (slide 37)




When interpreting the results on slides 37–38, it is important to note that the results on the slides are not directly comparable with the results for the dimension of *Accessibility* (see slides 28–32).

The chart on slide 37 shows the participants' responses to two statements used to determine whether they have physical or mental impairments.

- «*I have physical impairments. This means that certain functions of my body are impaired. For example, I have difficulty hearing.*»
- «*I have mental impairments. That means psychological or intellectual impairments*.»

The response options were: *no*, *somewhat*, *quite,* and *strong*. Non-responses were also possible. The evaluation includes all persons who selected one of these four options for at least one of the two items.

The results clearly show that a significant proportion of employees have physical or mental impairments. Of particular note is the high prevalence of physical impairments (11% + 26%), indicating a substantial group with potential support needs. There are also indications of more complex impairment profiles; for example, 22% of employees have multiple impairments, and 5% have combined impairments. Such employees may encounter specific structural or communication challenges in their day-to-day work.

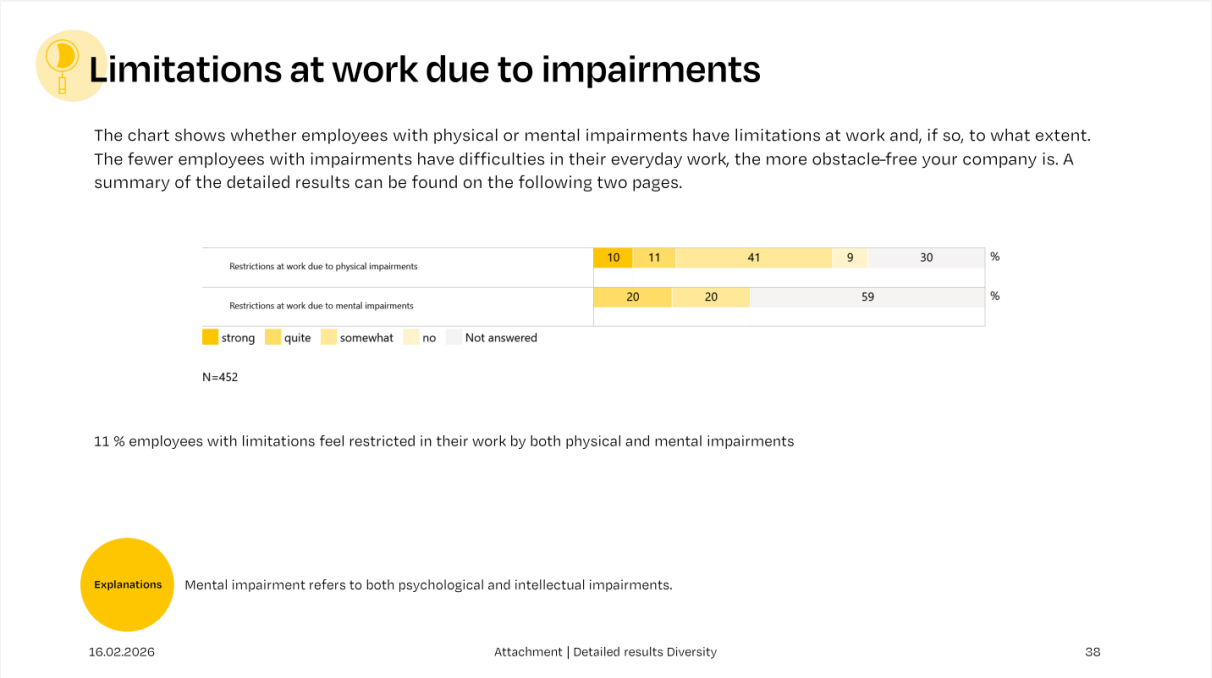
**Good to know**

In the accessibility dimension, the focus is on the specific barriers experienced by people with disabilities in their everyday working lives.

Slide 37, on the other hand, deals with physical or mental requirements, i.e. whether or not a disability is present, regardless of whether obstacles are experienced.

The accessibility dimension only considers people who perceive obstacles; here, however, all people with disabilities are included, even those who do not experience obstacles in their working lives. Consequently, different numbers of people with mental disabilities may be assumed in the accessibility dimension.

## Limitations at work due to impairments (slide 38)




The graph focuses on individuals who feel that their disability limits them in their everyday working lives. Of all participants who reported both physical and mental disabilities, 11% feel that both areas are limiting.

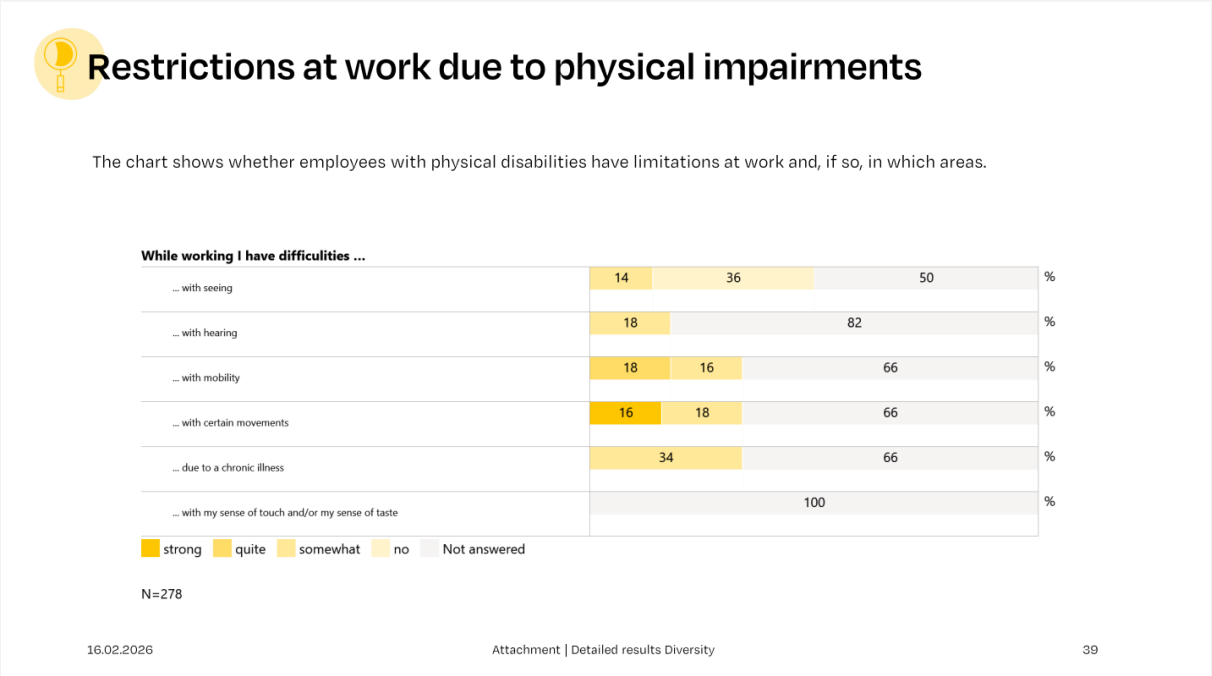
**Recommended Actions**

- Individual needs assessment with a holistic focus. Discussions with affected employees should cover physical and psychological aspects. The aim is to gain a comprehensive understanding of limitations and their impact on daily work.
- Targeted training for managers: Providing knowledge on how to handle complex stressful situations, including invisible limitations and mental stress.

**Good to know**

Explanatory information on the database is provided on slide 37 (page 23).

Restrictions at work due to physical impairments (slide 39)



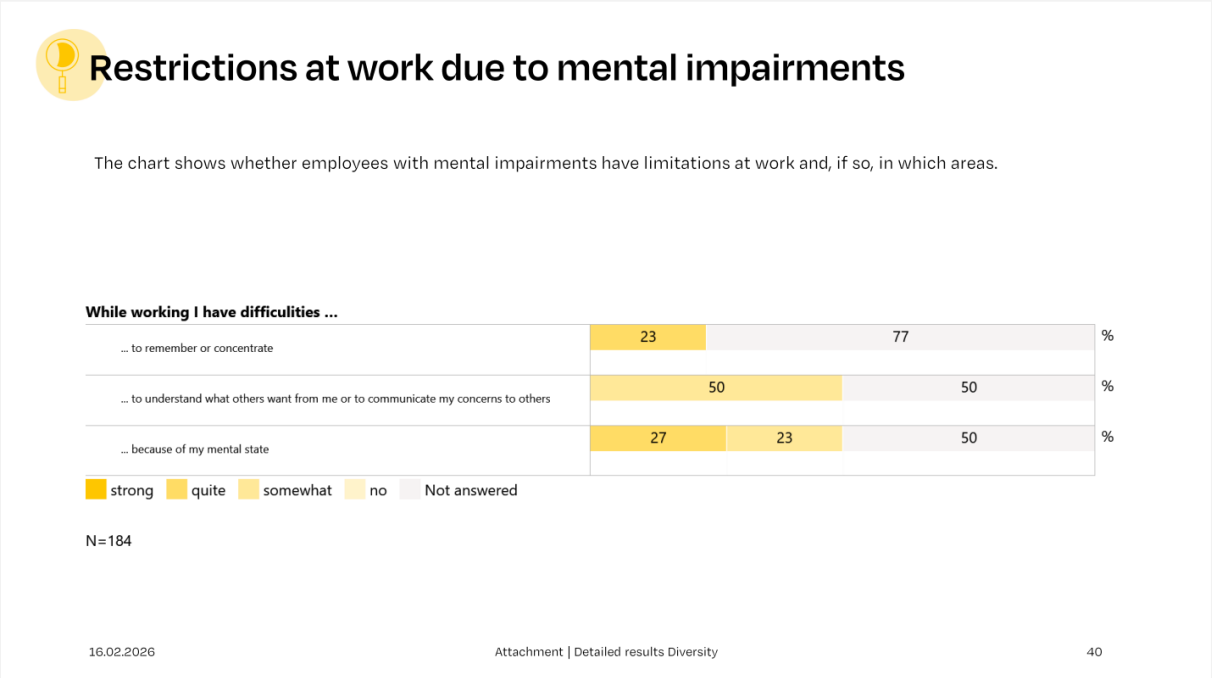

This slide shows the areas and extent to which participants with *physical impairments* feel restricted in their everyday working lives. This item was only shown to participants who indicated that they had a *physical impairment*.

It is particularly striking that 16% of these individuals feel severely restricted in certain movements. This underlines the central importance of obstacle-free infrastructure and targeted structural adjustments to ensure the unrestricted participation and mobility of these employees.

**Good to know**

Explanatory information on the database is provided on slide 37 (page 23).

## Restrictions at work due to mental impairments (slide 40)




This slide illustrates the extent to which participants with mental impairments feel restricted in their everyday working lives. This item was only shown to people who indicated that they had a mental impairment.

These figures clearly demonstrate the relevance of the issue in a corporate context. They provide a valuable foundation for identifying areas where employees require support, such as through additional mental health measures or workplace awareness initiatives. Taking the various forms of impairment into account (e.g. vision, hearing, mobility, mental health) enables adjustments to be made as needed.

**Good to know**

Explanatory information on the database is provided on slide 37 (page 23).

## Next Steps

It is advisable to discuss the results of the survey with company management in a workshop. This interactive format is particularly well suited to discussing key findings, defining initial priorities, and jointly identifying possible areas for action.

It is important not only to present the results to employees afterwards, but also to actively discuss their significance. Open communication about what has been learned from the survey, and the planned next steps sends an important signal to employees.

After all, if a survey is conducted but no visible follow-up action is taken, this may be perceived as a lack of interest. Conversely, actively addressing the results demonstrates a clear willingness to engage in dialogue and embrace change.

We are happy to assist with the next steps, such as moderation, implementation ideas or best practices, if desired. Further information can be found on our website www.hmsag.ch/check/incluscope.