



Workplace Inclusion Barometer Snapshot December 2025 — July 2026

Here-turi-kōkā | August 2026



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Workplace Inclusion Barometer

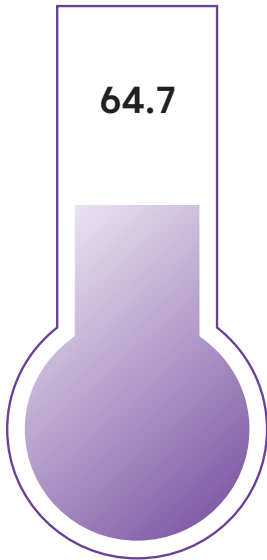
2026: Inclusion landscape

Key strengths

- Observed inclusion climate remains the highest-scoring domain.
- Most respondents reported respectful day-to-day interactions and inclusive workplace behaviours, although a substantial minority reported more neutral or less positive experiences.
- The overall Barometer score has moved from 65.6 in Snapshot #1 to 64.7 in Snapshot #2.

Key gaps

- Structural conditions remains the weakest domain.
- Lived experience continues to show the largest differences in inclusion outcomes.
- Trust and belonging remains lower in some workplace settings, indicating ongoing challenges with psychological safety and fairness.
- Overall inclusion has changed little since Snapshot #1, suggesting that progress may be slow and uneven.



Trust and belonging	Observed inclusion climate	Structural conditions	Lived experience
66.4	67.7	59.9	64.8

How to read this snapshot

- The Workplace Inclusion Barometer summarises how included people feel at work – scores reflect perceptions and lived experiences, not formal policy compliance.
- The survey window for this snapshot is from 28 November 2025 to 31 July 2026. Over this time period, 697 people responded to the survey.
- Results show a rolling national average over the survey window, and all responses are unweighted.
- Scores are reported on a 0–100 scale, where higher scores indicate more inclusive workplace experiences. Scores around 65–70 suggest a moderately inclusive environment.
- Differences of around five points or more are generally considered meaningful, through context matters.
- See the full Workplace Inclusion Barometer methodology at Te Uru Tāngata Centre for Workplace Inclusion website.

Inclusion by workplace type

Snapshot #1 highlighted how inclusion varies across demographic groups and intersections of identity. It showed that disabled people, younger workers, Māori, Pacific Peoples, and those holding multiple marginalised identities consistently reported less inclusive workplace experiences. This second Snapshot turns from who people are to where they work.

The findings show that inclusion experiences differ across workplace types. Respondents working in the private sector and non-profit organisations reported the highest overall inclusion scores, while public sector and health organisations reported lower levels of inclusion.

Private sector employees (approximately $n = 150$) recorded the highest Workplace Inclusion Barometer score, at 67.2. Non-profit and community sector respondents ($n \approx 70$) reported a similar score of 66.9. Education sector respondents ($n \approx 50$) recorded a score of 63.9, while public sector employees ($n \approx 300$) reported 62.2. Health sector respondents ($n \approx 30$) recorded the lowest score, at 58.1.

The gap between private and public sector organisations was around five points, meeting the Barometer threshold for a meaningful difference. Differences between workplace types were most evident in the trust and belonging, structural conditions, and lived experience domains.

The public sector accounted for almost half of all usable workplace-type responses ($n = 303$ of 628) and, with an inclusion score of 62.2, is likely to contribute a significant share of the downward pressure on the overall score. However, Snapshot #2 represents an expanded December–July sample rather than a separate second survey wave, so the current analysis cannot determine the extent to which any individual workplace type contributed to the change in the overall score.

“ Inclusion experiences differ across workplace types. Respondents working in the private sector and non-profit organisations reported the highest overall inclusion scores, while public sector and health organisations reported lower levels of inclusion. ”

Looking beyond the overall score

Analysing the four dimensions of inclusion separately highlights different patterns across workplace types.

Observed inclusion climate is the highest-scoring domain.

Differences between workplace types were less pronounced in the observed inclusion climate domain. Across all sectors, respondents generally reported positive day-to-day interactions and respectful workplace behaviour.

Education and non-profit organisations recorded the highest scores in this domain (69.1), followed by the private sector (67.9). Public sector respondents recorded a score of 65.8, while health sector respondents recorded 63.8.

Overall, scores were relatively similar across workplace types, with a gap of around five points between the highest and lowest scoring sectors. This mirrors findings from Snapshot #1, where perceptions of workplace culture were generally stronger than other dimensions of inclusion.

Trust and belonging separates leaders from laggards.

More noticeable differences emerged in the trust and belonging domain.

Private sector respondents recorded the highest score (70.8), followed by education (68.0) and non-profit organisations (67.2). Public sector respondents recorded a score of 64.9, while health sector respondents reported the lowest score (59.5).

Respondents in the private and education sectors were more likely to report positive feelings of belonging and confidence in workplace decision-making. Public and health sector respondents reported lower levels of trust and belonging, contributing to lower overall inclusion scores.

Structural conditions remain a challenge.

Differences were also evident in the structural conditions domain, which measures perceptions of fairness, opportunity, and organisational support.

Non-profit organisations recorded the highest score in this domain (65.8), compared with 61.2 for the private sector. Education (58.3) and public sector organisations (58.1) recorded similar results, while health sector respondents reported the lowest score (55.3).

The gap between non-profit and public sector organisations was almost eight points. Structural conditions remained one of the lower-scoring domains across most workplace types, consistent with findings from Snapshot #1.

Lived experience reveals the largest gaps

The largest differences between workplace types were observed in the lived experience domain.

Private sector (66.9), non-profit (66.5), and education sector respondents (65.2) recorded notably higher scores than public sector employees (57.5). Health sector respondents reported the lowest score (54.0).

The gap between private and public sector respondents was approximately nine points, while the difference between private and health sector respondents was almost 13 points.

These findings indicate that employees' day-to-day experiences of inclusion vary more across workplace types than perceptions of workplace culture. As in Snapshot #1, the largest inclusion gaps were evident in measures relating to lived experience rather than observed workplace climate.

Emerging themes across both snapshots

Together, Snapshots #1 and #2 highlight several consistent patterns:

- Inclusion gaps appear across both demographic groups and workplace types
- Observed inclusion climate remains the strongest domain, while structural conditions remains the weakest
- Employees generally report more positive perceptions of workplace culture than of their own lived experiences, and the gap between these two continues to be one of the most consistent emerging findings
- Trust and belonging, structural conditions, and lived experience continue to be the areas where the largest inclusion gaps arise
- These findings suggest that improving workplace inclusion will require ongoing attention to both organisational culture and organisational systems.