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New Study Finds 92% of People Say These Eight Inclusion Needs Are Essential to Success at Work

Groundbreaking validation of the 8-Inclusion Needs of All People offers a universal, human-centric model for workplace inclusion

Denver, Colorado — June 10, 2025 — A new peer-reviewed study has revealed that 92% of people believe eight core inclusion needs are critical to their ability to succeed at work, signaling a major shift in how inclusion is understood, measured, and implemented in organizations.

The research, led by behavioral scientist Dr. Liz Wilson, provides quantitative validation of the 8-Inclusion Needs of All People framework. Unlike traditional diversity or equity models that focus solely on demographic differences, this framework identifies eight universal human needs (Access, Space, Opportunity, Representation, Allowance, Language, Respect, and Support) that everyone requires to thrive at work.

“This changes the conversation,” said Dr. Wilson. “Inclusion isn’t just about representation or fairness, it’s about creating conditions where all people, regardless of identity, can perform and feel valued.”

A Universal Human Need, Not a Political Agenda

With more than 92% of participants rating all eight needs as important or very important to their workplace success, the findings offer a data-driven answer to a growing public question: is inclusion still relevant? According to this study, the answer is a resounding yes.

Even when “important” was defined conservatively, over 98% of respondents still affirmed the needs’ relevant to their success.

When the World Works for You, It’s Easy to Miss What’s Missing

But the small group who disagreed shared a notable demographic profile.

“They tended to be individuals whose identities are most consistently reflected in workplace systems and leadership, typically white, male, non-disabled, and heterosexual,” said Dr. Wilson. “When your environment has always worked for you, it’s easy to assume that’s the default experience for everyone.”

Yet, she emphasizes, that’s exactly the point. “The 8-Inclusion Needs aren’t about advantage or disadvantage; they’re about the conditions every person needs to succeed. When people from majority groups explore their needs through the framework, they often have an a-ha moment: ‘these are my needs too’.”

A Model for Risk Reduction and Business Performance

The study arrives at a time when organizations face rising pressure to balance inclusion with performance and compliance. With validated, measurable indicators across both an

organizational sample and a broader global sample, the framework gives leaders a practical tool to assess and improve the inclusivity of their workplace environment.

“Inclusion isn’t a soft skill. It’s a risk management issue. It’s a performance driver. It’s a leadership imperative,” Dr. Wilson said. “The data now backs what many of us have been saying for years – inclusion is important for everyone in your organization to thrive.”

Dr. Wilson is the author of *The Strategic Inclusion Playbook* and founder of Include Inc., where her evidence-based methods for culture transformation have been adopted by organizations globally to build capability, improve workplace conditions, reduce risk, and deliver measurable results.

The study is currently under academic peer review and expected to be published this year. The paper manuscript is available as a preprint <https://doi.org/10.20944/preprints202505.1952.v1>

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