

Inclusion Terminology, adapted from Nguyen et al., 2023

Terminology	Definition(s)
Inclusion/ inclusivity/ inclusiveness	<ul style="list-style-type: none"> • The removal of obstacles to the full participation and contribution of employees in organizations (Roberson, 2006) • Inclusion– The degree to which individuals are enabled and allowed to participate in work-related and social activities (Miller, 1998) • The extent to which employees are encouraged to participate in the workplace (Mor Barak, 2015) • The degree to which an employee is treated as an insider by others in a work system (Pelled et al., 1999) • The degree to which an employee perceives that he or she is an esteemed member of the work group through experiencing treatment that satisfies his or her needs for belongingness and uniqueness (Shore et al., 2011) • The degree to which an employee feels they are accepted and treated as an insider by others in the organization (Brimhall et al., 2016) • A process that entails manifold formal or informal organizational practices to help individuals entering organizations experience positive states such as belongingness, uniqueness and work group involvement (Ortileb et al., 2021)
Climate for inclusion/ inclusive climate	as an approach to eliminate relational sources of bias by ensuring that identity group status is unrelated to access to resources, creating expectations and opportunities for heterogenous individuals to establish personalized cross-cutting ties, and integrating ideas across boundaries in joint problem solving (Nishii, 2013)
Culture of inclusion	An organizational environment that allows people with multiple backgrounds, mindsets and ways of thinking to work effectively together and to perform to their highest potential to achieve organizational objectives based on sound principles (Pless and Maak, 2004)
Inclusion practices	Entail implementing fairness, belongingness, uniqueness and a diverse workplace climate (Chaudhry et al., 2021)
Inclusion strategies	Inclusion vs distance strategy in public relations context in which inclusion strategy is defined as treating endorser as a group member (Jiang et al., 2015)
Inclusive behavior	Individual and group actions resulting or provoking organizational policies and procedures that promote an inclusive climate (Torres and Perez-Nebra, 2014)

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Inclusive leadership	<ul style="list-style-type: none"> Emphasizes solicitation and appreciation of member contributions (Nemphard and Edmondson, 2006) Inclusive leadership focused on either the importance of creating psychologically safe environments or preventing exclusionary environment (Randel et al., 2018)
Mode of inclusion	The way or manner in which inclusion occurs or is experienced, expressed or done (Rennstam and Sullivan, 2018)
Perceived inclusion	Inclusion is defined as the perception that one is an esteemed member of the group (Lirio et al., 2008)
Partial inclusion	Describes the situation in which individuals gain entrance into an organization but do not achieve a state in which they are valued, respected and supported (Dawson, 2006)
Organizational inclusion/ workplace inclusion	Organizational inclusion as a set of behaviors (culture) that encourages employees to feel valued for their unique qualities and experience a sense of belonging (U.S. OPM, 2016)
Hybrid inclusion	Emphasizes two interrelated dimensions: to-be-included subject as fluid, emergent and, thus, ontologically singular but at the same time relationally embedded in a collective past and present; organizational practices for inclusivity that address and work with the actual impossibility of a happy inclusion story, free of contractions and conflicts (Dobusch, 2014)
Task inclusion	Is the degree to which members feel they are consulted or involved in influencing the specific tasks they perform. Specifically, organizational members feel integrated when their supervisors include them in the decision-making process (Ding and Shen, 2017)
Social inclusion	The degree to which members feel involved and a part of the social interactions and dynamics in their workgroups (Morrison, 1993)
Privation of inclusion	As a third space between inclusion and exclusion, highlighting the absence of meaningful inclusion (Asey, 2022)
Problematic inclusion	Forms of organizational membership in which resistance often appears useless such as precarious working conditions and involuntariness of membership (Geppert and Pastuh, 2017)
Inclusive management/ organization	The diversity of knowledge and perspectives that members of different groups bring to the organization has shaped its strategy, its work, its management and operating systems, and its core values and norms for success (Holvino et al., 2004)
Peripheral inclusion	A process modified by the dynamic between silencing and voice, resulting in a degree of inclusion between full inclusion and full exclusion (Rennstam and Sullivan, 2018)

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