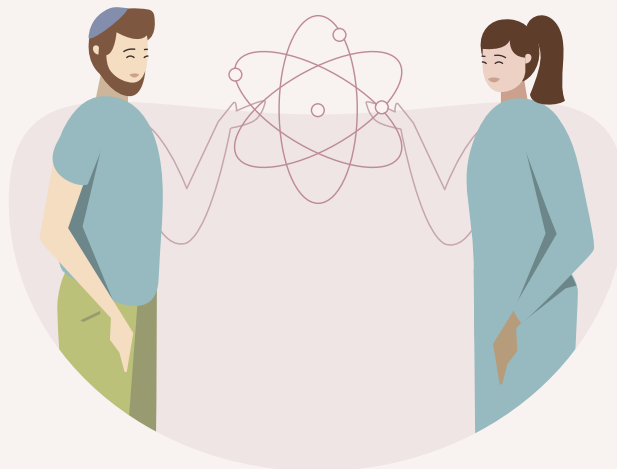# Scientific Framework & Guide to Analysis

Pulsely DEI Assessments

Our DE&I assessments are based on two scientifically rigorous and research-backed frameworks, measuring the inclusion environment an employee experiences in your organization (Workplace Inclusion) and the inclusion skills and beliefs they bring with them (Inclusion Competencies).

These frameworks allow us to provide powerful insights into the state of DE&I in your organisation, determining whats factors most affect it, who is at risk and what actions should be prioritised. This allows us to target solutions at drivers of inclusion not just the symptoms.

How our assessments work

We provide a unique survey link to all employees you wish to assess. Employees are asked questions which identify their characteristics and scientific framework questions, which allows us to compare the experience of different groups. Pulsely will never share data that allows the experience or characteristics of one individual to be personally identifiable.

Demographic Questions

We are able to ask for sensitive information about an employees characteristics with the promise that these details can never be linked directly to them. Our powerful algorithms work to protect vulnerable groups and where necessary merge them with larger groups until their scores and locations are safe to share. These questions can be chosen from our existing options, or configured as needed by you.

1. Which of the following best describes your gender?

○ Woman
○ Man
⦿ Non-Binary
○ I use another term
○ Prefer not to say

3. Do you consider yourself a member of the LGBTQ+ community?

○ Yes
⦿ No, but I consider myself an ally of the LGBTQ+ community
○ No
○ Prefer not to say

Framework Questions

The majority of our survey consists of scientific framework questions, each of which contributes a score to one of our framework pillars. The survey is constructed so that you need to both agree and disagree to multiple questions to achieve a high pillar score, a vital requirement for achieving reliable and accurate results.

6. I refrain from taking risks for fear that mistakes will be held against me.

Totally Disagree 1 — 2 — 3 — 4 — 5 — 6 — 7 Totally Agree

14. I feel comfortable being my authentic self at work.

Totally Disagree 1 — 2 — 3 — 4 — 5 — 6 — 7 Totally Agree

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Pulsely Inclusion Diagnostic

The Pulsely Workplace Inclusion Diagnostic Assessment is designed to evaluate the level of inclusion in your organization, how workplace experiences differ by demographic segment, and how these differences impact the organization's performance.

Purpose

An inclusive workplace fully leverages the potential of its workforce by providing all employees with the opportunity to use their voice and equitably develop in their career. While that is the intention in most workplaces, there may be patterns of experiences that aren't immediately evident without the support of data. Pulsely assesses the level of inclusion in your organization across demographic groups to identify your strengths as well as to reveal barriers to equity and inclusion.

With this knowledge, you can:

- Build a data-driven DEI plan

- Gain an understanding of your DEI performance and learn where to improve

- Understand who might be currently disadvantaged by your existing processes

- Prioritize targeted efforts for intentional inclusion that are measurable

The Diagnostic Framework

What does the diagnostic measure?

Frustrated with what was out there we used collective experience of workplace inclusion industry supplemented with rigorous search of the scientific literature to develop surveys that cover all of inclusion drivers.

Our framework assesses feelings of Inclusion. Our pillars cover a comprehensive range of variables to assess the different aspects of inclusion that can impact business, personal, and career outcomes.

Questions were worded in a positive and negative way, not only to overcome social desirability bias but also because internal research as shown us negative questions are more prone to capture nuances between minority and majority groups.

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Pulsely's 8 Pillars of Inclusion

Your report will show company-wide scores for each of these inclusion pillars. We also look at the scores of individual demographic groups to see where their experiences may vary.

These pillars assess the patterns of experiences and can reveal to what extent the workplace is not experienced equitably and where it may be impacted by biases, including the most common bias: affinity bias (our inclination toward people similar to ourselves).

Visible DEI Leadership

It is critical that leaders visibly demonstrate commitment to inclusion through words, actions, and priorities. Another component is the power of representation - whether employees see people "like them" among the company's leaders.

Managerial Relationships

Evaluating the extent to which employees report that their manager supports their ability to perform, their manager extends trust in the employee's competence, and whether there is psychological safety in the relationship.

Career Support

Whether employees report receiving guidance and support in their career development along with the access and visibility to influential networks in the company.

Equal Opportunity

The belief that there is equal opportunity to achieve their career goals and that promotion decisions are objective and fair.

Belonging

As a result of interactions at work, employees are able to make positive connections with their colleagues where they are left feeling valued and socially included and that enable them to be their authentic selves.

Work-Life Effectiveness

Whether individuals have the organizational support they need to integrate work and life in a way that is consistent with their personal values and whether the impact of work on their personal lives is triggering burnout.

Team Psychological Safety

Whether an employee believes that differing views, honest mistakes, or new ideas are welcomed and whether the team dynamics promote positive outcomes.

Behavioral Accountability

Whether individuals consider that action will be taken in the case of misconduct or inappropriate behaviors, even when these actions are performed by a leader.

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Performance Indicators

Why does inclusion matter?

The business benefits of a high level of Inclusion within an organization are well-known and validated by external research. Assessing the impact of inclusion on the performance indicators of your employee segments helps to build an internal **business case for inclusion** in your organization.

Retention	Innovation	Engagement

Performance Indicators are outcomes that are greatly influenced by inclusion. By knowing which pillars are related to these metrics in your organization, you can evaluate the greatest opportunities for improving your business performance.

"Companies with higher levels of diversity get more revenue from new products and services." (BCG)

"Companies in the top quartile for gender diversity on their executive teams were 21% more likely to experience above-average profitability than companies in the fourth quartile. For ethnic/cultural diversity, the 2017 finding was a 33% likelihood of outperformance on EBIT margin of companies in the top quartile." (McKinsey)

"Around the world, companies are increasingly being held accountable for their role in creating societal value. Stakeholders expect businesses to play a larger role in addressing social issues. A failure to do so can trigger knock-on effects directly on financial value, or indirectly through consumer and human value." (EY)

"Today's workforce is looking for organisations to go beyond only addressing how inclusion looks, to meaningfully addressing how inclusion feels." (Deloitte)

Statistical Processes

Reliability

In terms of reliability, our questions have a Cronbach alpha ranging between 0.75 and 0.90. Statistical processes such as factor analysis determined the most relevant pillars and we have the problematic for it.

We determined 8 variables that can behave independently while measuring experiences of inclusion. These variables show strong correlations with engagement, retention and innovation, creating a business case for the company to measure their achievements while assegurating employees' inclusion.

What are Correlations?

Pillars of Inclusion	Engagement	Retention
Career Support	70%	40%
Team Psychological Safety	60%	65%

Correlations are a simple way to measure how two variables may or may not be linked. It is defined by how likely an increase in one variable we also happen at the same time another variable increases, and vice versa. A correlation can span from **-100%** to **100%**, from variables being exactly opposite to exactly the same.

In real life, it is very rare for two different variables to be correlated that highly, with correlations above **50%** being interpreted as strong evidence for a relationship. A correlation of **0%** implies no relationship.
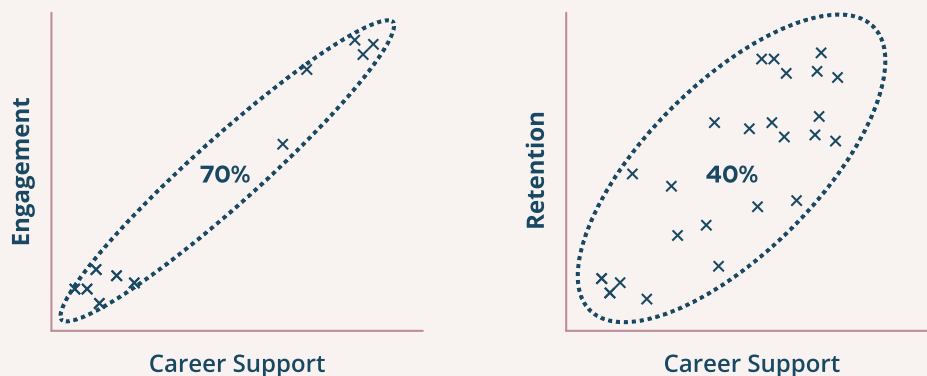

In the above example, there is a very strong correlation between Career Support and Engagement, however correlations show us a relationship, not what causes it. In this example then, the correlation between **Career Support** with **Engagement** and **Retention** are more likely to be meaningful and we would advocate efforts to improve these factors to drive better rates of retention.

External Benchmarks

Our questions were tested in thousands of respondents. This data allowed us to conduct benchmark research and provide to each client grades. Grades for each pillar are assigned based on the organization's mean response and the percentile of this mean represents when compared to other companies participating in Pulsely Inclusion assessments. Overall grades are important, but the patterns of experiences among groups will indicate organizational strengths and inclusion gaps.

What are Percentiles?

Average Score

Your Score

70%
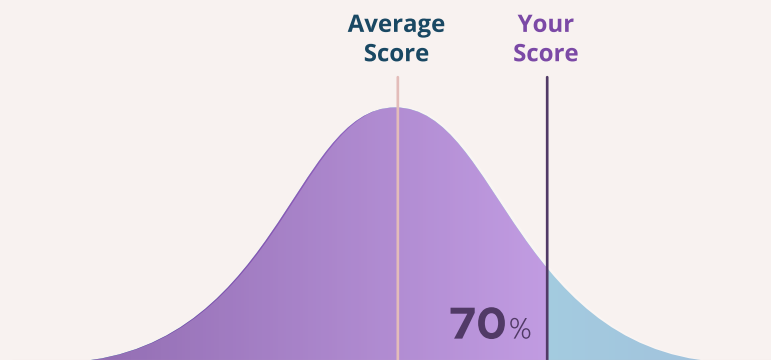
When employees respond to one of our questions they answer between strongly disagree and strongly agree. This is converted into a number and added to other responses for questions in the same category, or construct. We call this the raw score.

We aim to make the questions as balanced as possible, so half the people will agree and half disagree, but this is not always the case.

It is these percentiles we convert into grades, with the following system:

A+ A A⁻ B+ B B⁻ C+ C C⁻ D F

95% 90% 85% 80% 70% 65% 55% 45% 35% 15%
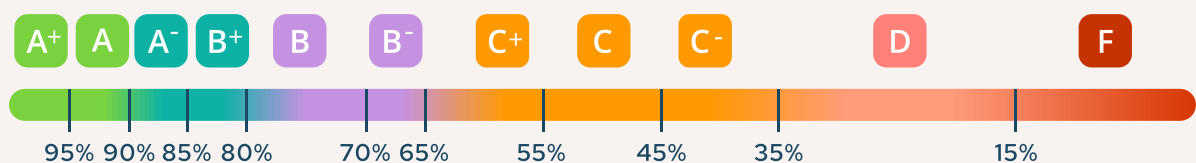
Equity Insights

How do you measure equity insights?

We identify low-score Inclusion groups and use Equity Insights to identify where to focus your actions to improve business performance.

When our algorithms identify a demographic segment with a lower inclusion equity grade, we then take a deep analysis to determine what specific inclusion pillars show the most significant differences between this group and the others. We identify the largest Inclusion Gaps that need attention and the Performance Indicators that are most impacted.

When statistical differences are found between the two segments, we translate those findings into the following magnitude scale. Our confidence ratings are also dependent on the size of a segment. For a similar difference in averages scores and ranges, we can be more sure of an Inclusion Gap if one or both segments compared represent more employees.

Magnitude scale

| NS | No statistically significant difference | S Small | M Medium | L Large | VL Very Large | H Huge |

How to read this chart

Look for overlap between the ranges. For comparably sized groups, less overlap means a larger difference in inclusion equity between the groups.

Segment A has the highest average score and the smallest variation of scores.

Segment C has a lower average score but the largest variation, this greater overlap in scores with **Segment A** results in a **S** **Small** significance of measurable differences.

Segment B has a similar average score to **Segment C** but with a smaller variation, we can be more confident that **Segment B** fare worse than **Segment A** for Career Support, earning a **Medium** **M** rating.

Equity Insight Chart (Example)

Career Support

0%   50%   100%

M **Segment B** fare worse than **Segment A**
S **Segment C** fare worse than **Segment A**
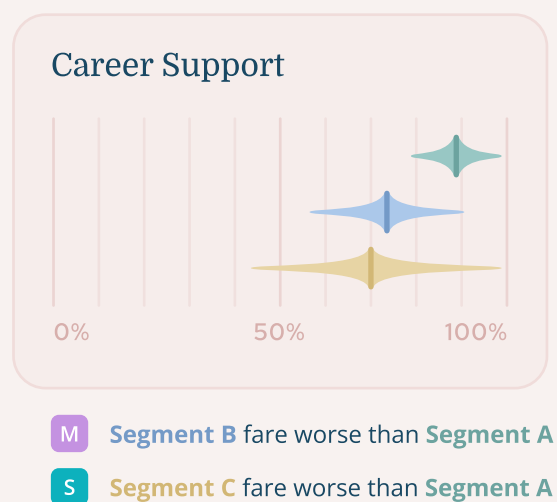
What this sample chart means

Both Segments B and C report less support for their career support that Segment A. We are more confident in the Inclusion Gap for Segment B than for Segment C because it represents a stronger **effect size**. Interventions that provide more access to influential networks/sponsorship/development for Segments B and C will help to level the playing field.

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What is Effect Size?
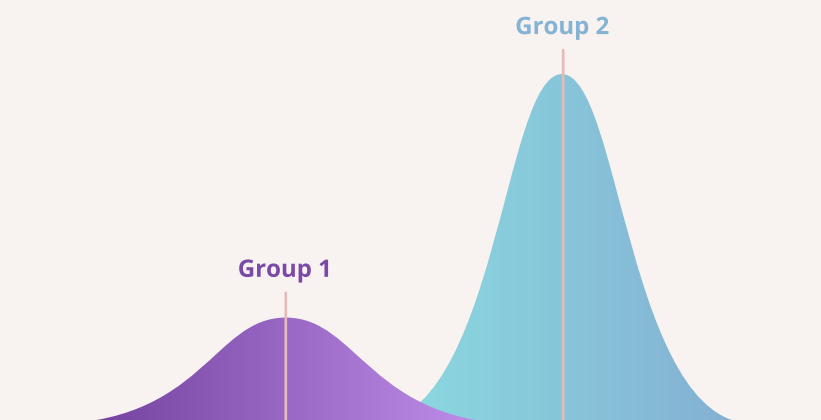
When two groups respond to a question or collection of similar questions in a significantly different way, we call it an insight. The way we determine significance is important to define. We use a formula called Cohen's d, which is a common approach to measuring effect size. It goes beyond statistical significance by taking into the account the number or people in the groups involved, which is important as the more people are measured, the more accurate the result will be.

In the example above, it is easy to see that group 1 and group 2 are quite different in how they respond to this question. Not only are their centers (or means) different, but their widths (or standard deviations) are different too. **Group 2** is larger and it's width is narrower, indicating a large group of people with little variation in how they feel. **Group 1** has fewer people and a larger variation in opinion.

What we want to know is if the difference between the centers is much more than can be accounted for by the widths and the uncertainty introduced if the groups are small. Cohen's d uses all these factors to produce a number with an interpretable scale. We then use the same definitions as used in academic research to label these insights from Very Small to Huge.

Effect Size		Cohen's
S	Small	0.20
M	Medium	0.50
L	Large	0.80
VL	Very Large	1.20
H	Huge	2.00

$$\text{Cohen's } d = \frac{\text{difference in the means}}{\text{'pooled' standard deviation}}$$

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Pulsely Inclusion Competencies

Purpose

The **Inclusion Competencies** survey is designed to measure how employees' personal beliefs and attitudes influence how they show up and interact in the workplace. It also measures whether employees buy into the intrinsic value of diversity in the workplace and how well your employees live out your organization's stated **values.**

With this knowledge, you can

- Identify pockets of inclusive leadership to highlight and leverage

- Identify where there is the greatest propensity for change and quick wins

- Determine what skills should be the focus of your training efforts

- Evaluate the effectiveness of training

Methodology

Pulsely's **Inclusion Competencies** survey measures employee agreement/disagreement with statements about their attitudes and beliefs regarding diversity and inclusion in the workplace. These statements are based on our scientific framework that relies on the latest Diversity, Equity and Inclusion (DEI) research.

The statistical processes in terms of reliability and benchmarks follow the same methodology as Pulsely's Inclusion Diagnostic.

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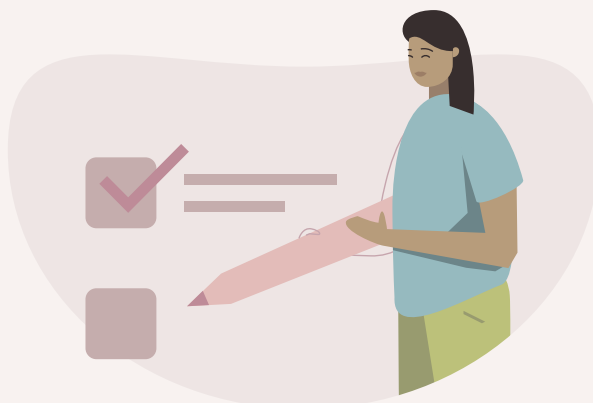
The Inclusion Competencies Framework

There are seven Inclusion Competencies necessary to support a culture of inclusion within your workplace. Alongside each competency are research-backed actions that demonstrate this competency in action.

Learning from Others

The extent to which one believes they can learn from the perspectives of others. Rather than defending their intent, they are curious about how their actions translate to others and how they can become more inclusive.

In Action

- Proactively acknowlege different points of view in ideation and decision making.
- Value the perspectives that diversity and difference bring.
- Engage in respectful and curious questioning to better understand other's viewpoints.
- Demonstrate the ability to see things from others' perspectives.

Cultural Intelligence

Whether an employee acknowledges the influence different cultures have on values and behaviors and how that impacts the workplace. Cultural intelligence indicates the extent to which you believe there is a single "right" way or whether the context may necessitate different approaches.

In Action

- Take an active interest in learning about other cultures.
- Seek out opportunities to experience culturally diverse environments.
- Consider your own assumptions about how people 'should' act or think to be successful.
- Monitor your own impacts on individuals in cross-cultural teams.

Willingness to Adapt

The degree to which employees will change their own behaviors to foster the inclusion of different backgrounds and perspectives to create a new dynamic that benefits the organization.

In Action

- Change your style appropriately when working with/ managing those who are different from you.
- Use appropriate verbal (speed, tone) and nonverbal (gestures, facial expressions, body language, physical contact) behavior in cross-cultural encounters.
- Consider where "the ways we've always done it" are no longer effective for a changing workforce.

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Courage to Engage

An employee's willingness to get out of their comfort zone and engage in difficult conversations that can improve the workplace.

In Action

- Ensure that team members respect each other and that there are no in-groups and out-groups within the team.
- Pro-actively manage conflict over differences when it arises rather than avoid it.
- Build skills for engaging in difficult conversations.
- Hold each other accountable for the impact of actions in the workplace.

Awareness of Systemic Bias

The extent to which the individual recognizes flaws in the system that need to be addressed and monitored or whether they trust that the system is a meritocracy.

In Action

- Take responsibility to learn about personal biases.
- Follow processes to ensure personal biases do not influence decisions about others.
- Identify and address organizational processes that are inconsistent with merit.

Addressing Bias

The ability to recognize that actions must be taken to keep bias from influencing behavior. Evaluates the degree of personal responsibility one takes to mitigate bias in the workplace.

In Action

- Understand and acknowledge bias in the workplace.
- Employ transparent, consistent and informed decision-making processes about talent (e.g., promotions, rewards, task allocations).
- Challenge potential bias, stereotypes and assumptions in discussions about talent.
- Measure, monitor, and discuss patterns of talent decisions.

Allyship

Whether an individual is actively championing people different from themselves and fostering productive conversations about differences. Their focus is on "fixing" the system rather than "fixing" individuals.

In Action

- Actively champion the careers of people from non-dominant groups.
- Amplify unheard voices and advocate for talented individuals who may be overlooked in talent decisions.
- Challenge entrenched organizational attitudes and practices that promote homogeneity, conformity, or assimilation.

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Inclusion Perspectives

Employees are sorted into one of four inclusion groups, depending on their responses to the survey. These different perspectives are driven by different attitudes and beliefs about inclusion.

The Traditionalist

Believes the workplace is a meritocracy where everyone has an equal chance to advance and obtain rewards based on their individual merits and efforts.

Is influenced by: objective data discussing the business case for inclusion and framed in the context of fairness.

The Observer

Notices that some individuals are not moving up in a way that cannot be explained by merit alone.

Is influenced by: data that show patterns of how different groups progress in the workplace and conversations that highlight the personal impacts of exclusion and trying to assimilate.

The Connector

Believes that, despite everyone's best intent, there may be patterns of opportunity and advancement that don't appear fair.

Is influenced by: research on unconscious bias and how to mitigate bias in the workplace.

The Advocate

Is motivated to change the system to ensure equitable outcomes.

Is influenced by: Role models and change agents that show how courage and vulnerability are key to becoming more vocal and active in supporting marginalized groups.

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Thank you!

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If you have any questions, please contact
askpulsely@pulsely.io