

Pulsely Inclusion Framework



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What did we measure?

Pulsely's Inclusion survey measures employee agreement/disagreement with statements about their own workplace experiences as well as attitudes and beliefs regarding inclusion. These statements are based on our scientific framework that relies on the latest research on inclusion.



Pulsely's 8 Pillars of Inclusion

Your report will show both company-wide scores for each of these inclusion pillars as well as how pillar scores vary for individual demographic groups.

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 case of misconduct or inappropriate behaviors, even when these actions are performed by a leader.

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)



Inclusion Competencies

Inclusion Perspectives are driven by seven Inclusion Competencies necessary to support a culture of inclusion within your workplace.

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.

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.

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.

Learning from Others

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

Courage to Engage

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

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.



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.

Inclusion Perspectives

Employees are sorted into one of four inclusion groups, depending on their responses to the survey.



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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