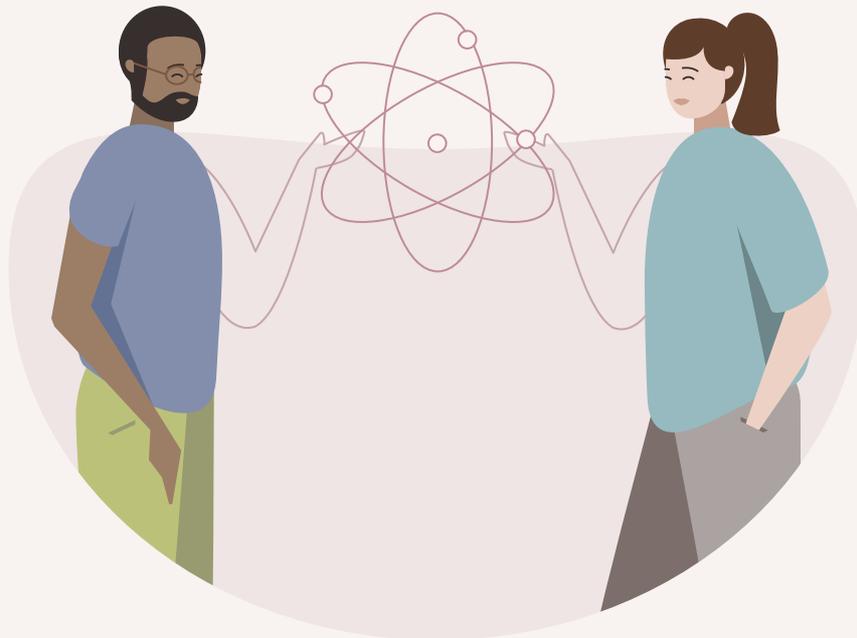


# DEI Maturity Assessment and Action Plan

To support Diversity, Equity & Inclusion



# Table of Contents

Introduction	04
Executive Summary	07
Quick Wins Summary	11
<b>Section I: WORKFORCE: EMPLOYEE LIFE CYCLE</b>	<b>15</b>
Attract	16
Onboard	17
Develop	17
Advance	18
Retain	19
<b>Section II: WORKPLACE</b>	<b>20</b>
<b>DEI STRATEGY</b>	<b>21</b>
DEI Structure and Implementation	22
Senior Management Commitment	23
Metrics & Accountability	24
Pay Parity / Pay Gap	25
Internal Communications	26
<b>CULTURE</b>	<b>27</b>
Employee Experience	28
Training and Learning	29
<b>POLICIES &amp; PROGRAMS</b>	<b>30</b>
Equal Opportunity, Non Discrimination Policy	31
Harassment Prevention & Redressal	31
Work Life Effectiveness-Related Policies	32
Health and Wellness Benefits (EAP)	32
Holidays and Observations	33

## POLICIES & PROGRAMS (continued)

Dress Code Policy	33
Facilities (Parental Leave)	34
Child Care Benefits	34

## Section III: WORLD 35

### COMMUNITY 36

Connect DEI and Sustainability	37
ESG (Environmental, Social, Governance)	38

### MARKETPLACE 39

External Stakeholders	40
Client/Customer Diversity	40



# Introduction

Globally, organizations are committed to embedding diversity and inclusion throughout the workplace culture and employee experience. The purpose is to build an equitable workplace that fully leverages the breadth of its available talent pool and represents its customers. Long-term, this evolution is critical, or the organization faces reputational and financial risks, along with a potentially shrinking candidate pool.

Inundated by a plethora of best practices, many DEI (Diversity, Equity and Inclusion) practitioners become overwhelmed with where to focus and how to strategically build out their programming. Pulsely's DEI Maturity Assessment enables you to evaluate your company's structures across the full spectrum, from compliance to leading edge practices, to determine the actions you can take to improve and which next steps to prioritize.

This report is less about identifying the many great things you are already doing (please take the time to acknowledge this with your team!) and is dedicated to showing you where to focus next. The overarching goal is to identify quick wins that will build out your programming's foundations, highlight organizational gaps in your current programming, and recommend next step improvements.

## Methodology

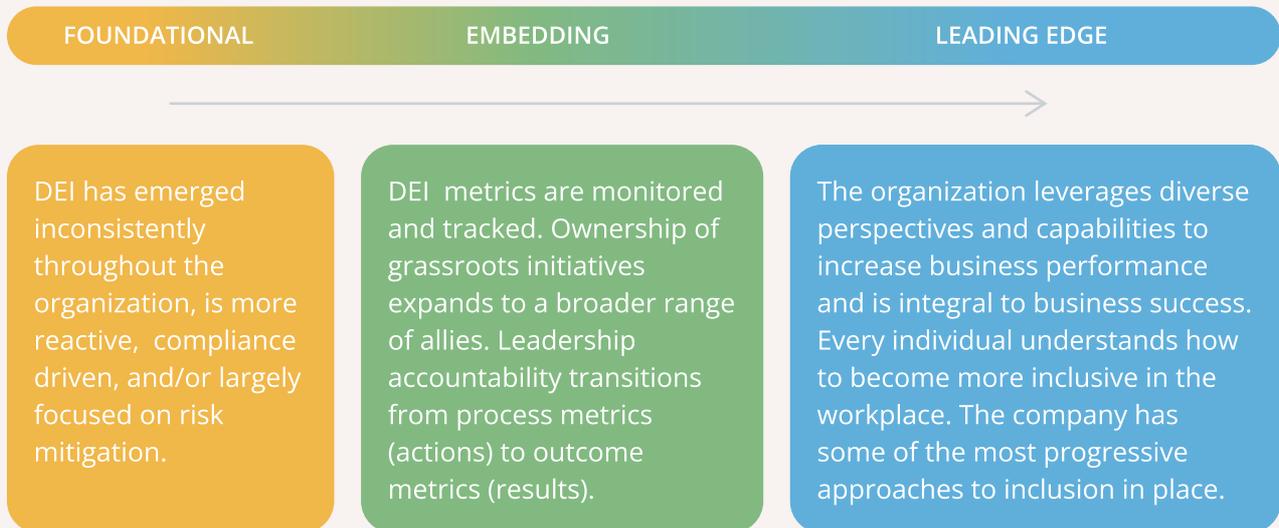
### 1. Data Collection

Your internal HR team evaluated your organization's current programming across many DEI topic areas. For each element of programming, your internal team recorded your scope of action on each of the following levels:

- Yes
- Yes, partially / in progress
- No, but it is in our plan
- No

## 2. Overall Assessment

Your organization's overall Diversity, Equity and Inclusion maturity level is identified in one of those categories.



## 3. Topic Area Assessment

For each sub-topic area, your programming is evaluated to determine where you may be lagging or leading compared to your overall assessment stage. We recommend that you address any topic area below your organization-wide maturity level before expanding into the next level. Addressing foundational practices will help to prevent performative DEI action.

### FOUNDATIONAL

DEI is more reactive, tends to focus on one or two visible dimensions, and is largely compliance driven.

### EMBEDDING

DEI responsibility is clear and supported with a separate budget. Functional leaders are held accountable for inclusive leadership as well as for specific DEI metrics.

### LEADING EDGE

Leaders are change agents, internally and externally, with a clear understanding of how DEI impacts the bottom line; they hold themselves accountable, role model inclusive leadership, and ensure equity in outcomes; they have some of the most progressive approaches to inclusion in place.

## 4. Take Action

This guide enables you to prioritize Quick Wins to close gaps in your programming where you are still at the Foundational level.

### Quick wins

Are identified as any actions in the “Foundational” category that are missing from your programming.

After Quick Wins, it is important to evaluate how to build your program in a methodical approach and where to focus your efforts next. The logical next steps would be to expand initiatives that will enable you to fully embed DEI consistently across the organization prior to pushing forward with next-level practices.

### To Grow/Expand

Is assigned to **tasks that are partially implemented** across the organization; where these may be relevant in other parts of the organization, you can implement these actions more consistently to enable you to further embed DEI practices.

### To Consider

Is assigned to tasks **when an area is already at a level above the comparable organizational level**. The organization has the option to consider whether further progress makes sense at this point in time, given limited resources and the actions recommended in other areas.

Because these individual topic areas may be owned by different departments in your organization, the report section for each topic also serves as an action plan that can be distributed to guide priorities, next steps and implementation of different owners.

If you choose to engage a DEI consultant to formally audit your self-assessment or to develop your action plan, your self-assessment report will provide an efficient way to bring them up to speed and guide their support.

# Executive Summary

Pulsely's Organizational DEI Self-Assessment rates the stage of ACME's overall programming as:

**FOUNDATIONAL**

DEI is more reactive, tends to focus on one or two visible dimensions, and is largely compliance driven.

Additionally, the stages of ACME's DEI programming for more specific areas of DEI initiatives and practices is rated below.

Areas of **Embedding** are considered strengths relative to ACME's overall program; areas in the **Foundational** stage need attention.

## Workforce

### Employee Life Cycle

FOUNDATIONAL	EMBEDDING	LEADING EDGE
<b>Attract</b>	<b>Onboard</b>	
	<b>Develop</b> Professional development and opportunities	
	<b>Advance</b> Performance appraisals and Promotion decisions	
	<b>Retain</b> Manage attrition/exits	

# Workplace

## DEI Strategy

FOUNDATIONAL	EMBEDDING	LEADING EDGE
<b>DEI Structure</b> And Implementation	<b>Metrics &amp; Accountability</b>	
<b>CEO and Sr Management</b> Commitment to diversity and inclusion	<b>Pay Parity / Pay Gap</b>	
<b>Internal Communications</b>		

## Culture

FOUNDATIONAL	EMBEDDING	LEADING EDGE
<b>Training and Learning</b>	<b>Employee Experience</b>	

## Policies & Programs

FOUNDATIONAL	EMBEDDING	LEADING EDGE
<b>Harassment</b> Prevention & redressal	<b>Equal opportunity</b> Non discrimination policy	
<b>Holidays</b> And observations	<b>Work life effectiveness</b> Related policies	
<b>Dress code policy</b>	<b>Health and wellness</b> Benefits (EAP)	
	<b>Facilities</b> Parental leave	
	<b>Child care benefits</b>	

# World

## Community



## Marketplace



# Programming Completion Rate

The completion rates below enable you to keep track of how much progress is needed to complete each level of Pulsely's DEI Assessment Program. In the subsequent Quick Wins pages we have identified where you can focus to complete the foundational level. In Sections I, II, III we identify the additional policies, and practices that will enable you to move you programming to higher maturity levels.

Workforce	Foundational	Embedding	Leading Edge
Employee Life Cycle	33%	14%	0%

Workplace	Foundational	Embedding	Leading Edge
DEI Strategy	25%	33%	20%
Culture	50%	33%	0%
Policies & Programs	20%	50%	100%

World	Foundational	Embedding	Leading Edge
Community	100%	25%	30%
Marketplace	33%	100%	33%

# Quick Wins Summary

## Quick wins

This list is a summary of any actions in the “Foundational” category that are missing from your programming. Carefully review and prioritize where these may fit in a timeline that is aligned with your organization’s goals and strategy.

## Workforce: Employee Life Cycle

### Attract

- Job descriptions are reviewed and edited for gender inclusive language.
- Hiring managers and recruiters are trained on mitigating bias in hiring.
- Takes proactive steps to attract diverse applicants / talent e.g. referral schemes, engagement with recruitment consultants.

### Onboard

- Every new joiner is taken thru induction / on boarding wherein DEI vision, mission and commitment is included.

### Advance

- Evaluation parameters are clearly defined with examples to ensure biases like recency effect, halo or horn effects, or affinity bias are minimized.

### Retain: Manage attrition/Exits

- Tracks attrition by gender (and additional dimensions of diversity focus).

# Workplace: DEI Strategy

## DEI Structure and Implementation

- There is a designated person responsible to DEI as part of their formal role (not a side job in addition to a full-time role).

## CEO and Senior management's commitment to diversity and inclusion

- Senior Management has identified and prioritized dimensions of diversity focus areas (e.g. gender, LGBTQ+, Ability, etc.).
- Leaders have approved a statement of the organization's commitment to DEI published on website or public domain.

## Metrics & Accountability

- The organization has identified specific metrics (diversity, inclusion, engagement) to address with DEI action plans.

## Internal communications

- All communication uses gender neutral language.
- The organization uses various channels like website, newsletter, email, social media and events to disseminate information regarding DEI strategy and goals.



## Workplace: Culture

### Training and Learning

- DEI is integrated into the organization's overall learning and education programs, including employee orientation, customer service and management programs.

## Workplace: Policies & Programs

### Equal opportunity, non-discrimination policy

- The organization has non-discrimination policy in terms of equal pay, reward and recognition.

### Harassment prevention & redressal

- The company has a policy to prevent and resolve complaints with respect to sexual harassment.

### Holidays and observations

- Religious practices and cultural holidays are mostly accommodated even if they are not the holidays of the majority.

### Dress code policy

- The dress code policy makes allowance for cultural nuances.

# World: Community

## ESG

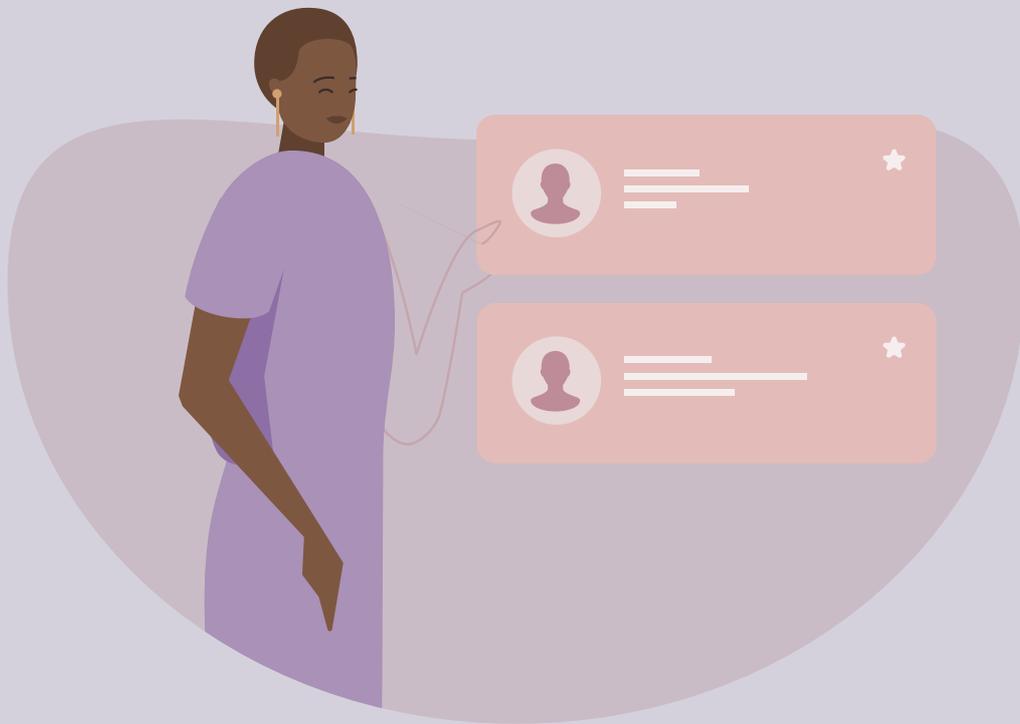
- The organization partners with other organizations that work to advance the rights of vulnerable groups in the community.

## External Stakeholders

- Represents organization in external forums and shares best practices of the organization.

## Client/customer diversity

- Advertising visuals are diverse in nature and people from minority groups are shown non-stereotypically.



Section I

# Workforce: Employee Life Cycle

# Attract

## FOUNDATIONAL

### Quick wins

#### Missing Foundational Practices

- Job descriptions are reviewed and edited for gender inclusive language.
- Hiring managers and recruiters are trained on mitigating bias in hiring.
- Takes proactive steps to attract diverse applicants / talent e.g. referral schemes, engagement with recruitment consultants.

### Next Steps

#### To Grow/Expand

- Tracks applicants through the recruitment pipeline by gender (and other dimension focus areas) and identifies areas to investigate.
- Ensures diverse panel for interviewing candidates.

# Onboard

## EMBEDDING

### Quick wins

#### Missing Foundational Practices

- Every new joiner is taken through induction / on boarding wherein DEI vision, mission and commitment are included.

### Next Steps

#### To Grow/Expand

- Every new joiner is assigned a "buddy" to ensure quick integration into the workplace (minimizing feeling like the other).

# Develop

## EMBEDDING

### Next Steps

#### To Grow/Expand

- Has process to identify groups missing out developmental opportunities and takes remedial action.

(continue)

### To Consider

- Offers leadership mentors for underrepresented groups to compensate for organic networks and support that may be missing to navigate the organization, build influential networks, and ensure career development.
- Has process to identify groups missing out on developmental opportunities and takes remedial action.
- Has specific programs to build pipeline of leaders from underrepresented groups.

## Advance

### EMBEDDING

### Quick wins

#### Missing Foundational Practices

- Evaluation parameters are clearly defined with examples to ensure biases like recency effect, halo or horn effects, or affinity bias are minimized.

### Next Steps

#### To Grow/Expand

- The appraisal policy and process is well documented and understood by all employees.

# Retain: Manage attrition/Exits

EMBEDDING

## Quick wins

### Missing Foundational Practices

- Tracks attrition by gender (and additional dimensions of diversity focus).

## Next Steps

### To Grow/Expand

- Reasons for exit are analyzed to take corrective measures.



## Section II

# Workplace



# DEI Strategy

# DEI Structure and Implementation

## FOUNDATIONAL

### Quick wins

#### Missing Foundational Practices

- There is a designated person responsible to DEI as part of their formal role (not a side job in addition to a full-time role).

### Next Steps

#### To Grow/Expand

- D&I function has budget allocated to implement DEI initiatives/strategy.

# CEO and Senior management's commitment to Diversity & Inclusion

## FOUNDATIONAL

### Quick wins

#### Missing Foundational Practices

- Senior Management has identified and prioritized dimensions of diversity focus areas (e.g. gender, LGBTQ+, Ability, etc.).
- Leaders have approved a statement of the organization's commitment to DEI published on website or public domain.

### Next Steps

#### To Grow/Expand

- Organization has data to establish the link between business goals and D&I benefits.
- Leadership has clarified DEI goals, approved a DEI Strategy and allocated appropriate resources.
- Progress on DEI strategy is reviewed by senior leaders and the Board along with other quarterly business reviews.

# Metrics & Accountability

## EMBEDDING

### Quick wins

#### Missing Foundational Practices

- The organization has identified specific metrics (diversity, inclusion, engagement) to address with DEI action plans.

### Next Steps

#### To Grow/Expand

- Monitors equitable outcomes of career progression for demographic groups.

#### To Consider

- The organization can clearly demonstrate business benefits connected to meeting D&I goals.

# Pay parity / Pay gap

EMBEDDING

## Next Steps

### To Consider

- Classification / grading and compensation / remuneration systems are widely communicated and understood by employees.



# Internal communications

## FOUNDATIONAL

### Quick wins

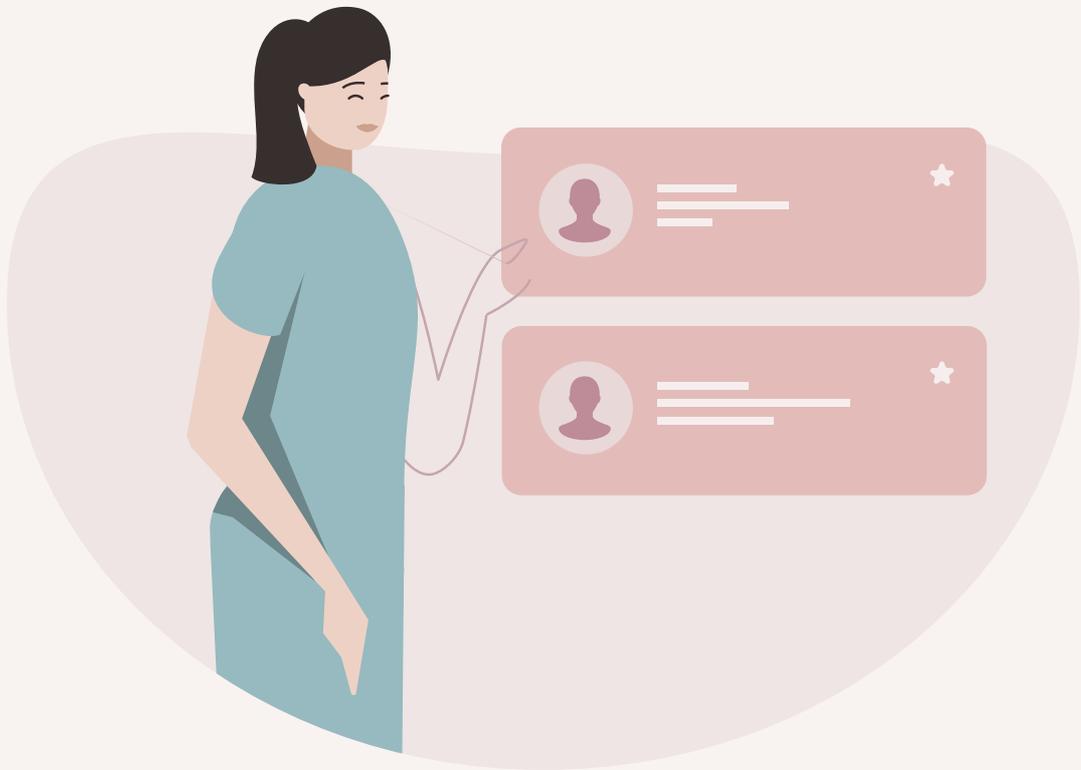
#### Missing Foundational Practices

- All communication uses gender neutral language.
- The organization uses various channels like website, newsletter, email, social media and events to disseminate information regarding DEI strategy and goals.

### Next Steps

#### To Grow/Expand

- The organization has branded its DEI initiative internally and externally enhancing the organization's reputation.



# Culture

# Employee Experience

## EMBEDDING

### Next Steps

#### To Grow/Expand

- The organization encourages employees to provide inputs on DEI initiatives through 360 degree feedback, interviews, opinion surveys, etc.
- Employee resource groups are consulted to identify barriers for attracting / retaining diverse talent and suggest strategies to address.

# Training and Learning

## FOUNDATIONAL

### Quick wins

#### Missing Foundational Practices

- DEI is integrated into the organization's overall learning and education programs, including employee orientation, customer service and management programs.

### Next Steps

#### To Grow/Expand

- Programs focused on specific dimensions of diversity such as disability, gender and gender identity, sexual orientation, social class, generations, culture, religion, race, and ethnicity are offered based on identified needs.



# Policies & Programs

# Equal opportunity, non discrimination policy

EMBEDDING

## Quick wins

### Missing Foundational Practices

- The organization has non-discrimination policy in terms of equal pay, reward and recognition.

# Harassment prevention & redressal

FOUNDATIONAL

## Quick wins

### Missing Foundational Practices

- The company has a policy to prevent and resolve complaints with respect to sexual harassment.

# Work life effectiveness-related policies

EMBEDDING

## Next Steps

### To Grow/Expand

- The company has provisions to provide special leave for care responsibilities.
- Employees have some flexibility in choosing start and end time of their work.

# Health and wellness benefits (EAP)

EMBEDDING

## Next Steps

### To Grow/Expand

- The organization health and wellness benefits include education, clinics, fitness centers and preventive healthcare.

# Holidays and observations

FOUNDATIONAL

## Quick wins

### Missing Foundational Practices

- Religious practices and cultural holidays are mostly accommodated even if they are not the holidays of the majority.

# Dress code policy

FOUNDATIONAL

## Quick wins

### Missing Foundational Practices

- The dress code policy makes allowance for cultural nuances.

# Facilities (Parental leave)

EMBEDDING

## Next Steps

### To Grow/Expand

- The company has all-gender restrooms with signage.

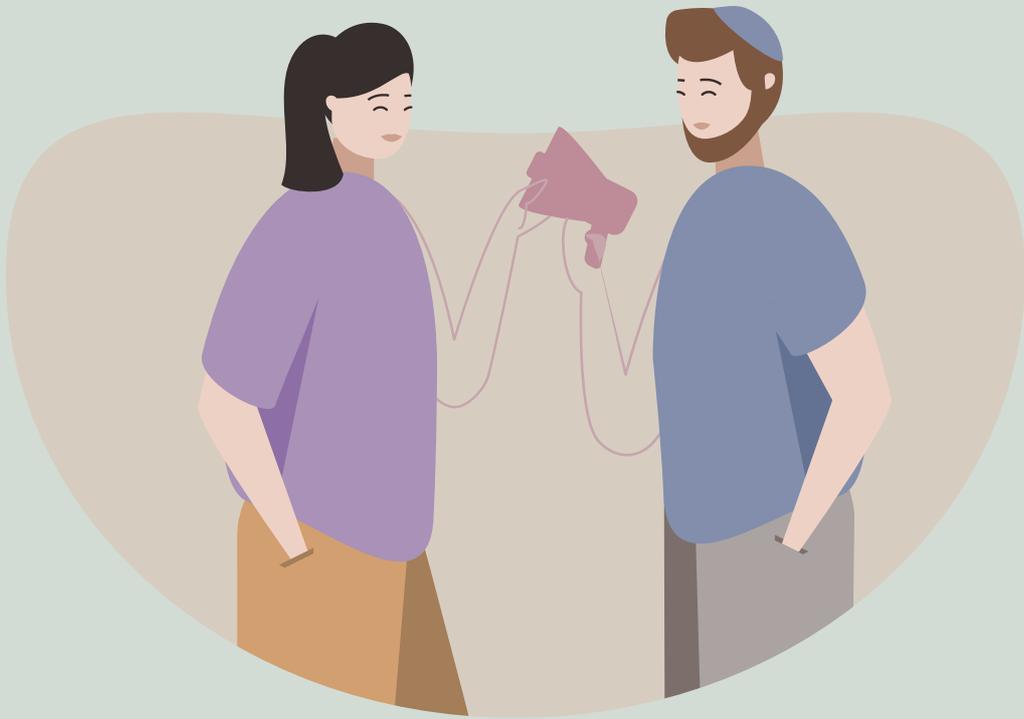
# Child care benefits

EMBEDDING

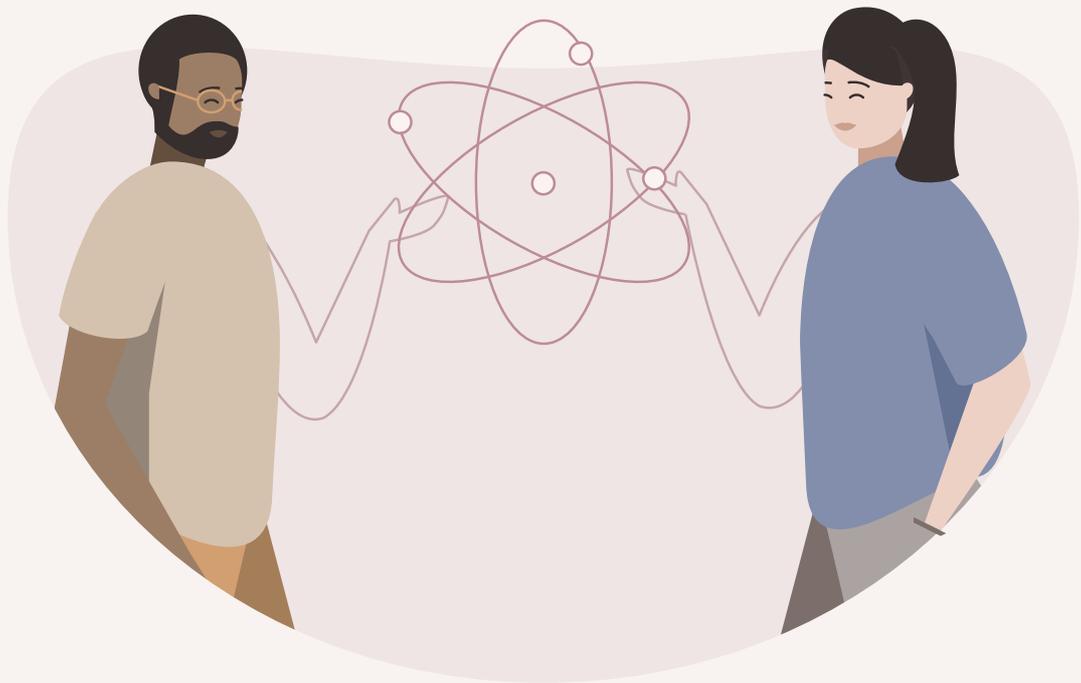
## Next Steps

### To Consider

- The organization provides subsidized childcare facility for employees.



Section III  
**World**



**Community**

# Connecting DEI and sustainability

## EMBEDDING

### Next Steps

#### To Grow/Expand

- The organization has a sustainability strategy, which recognizes the linkage between DEI and sustainability.

#### To Consider

- DEI and sustainability progress are regularly measured, externally verified, and publicly reported.

# ESG

## EMBEDDING

### Quick wins

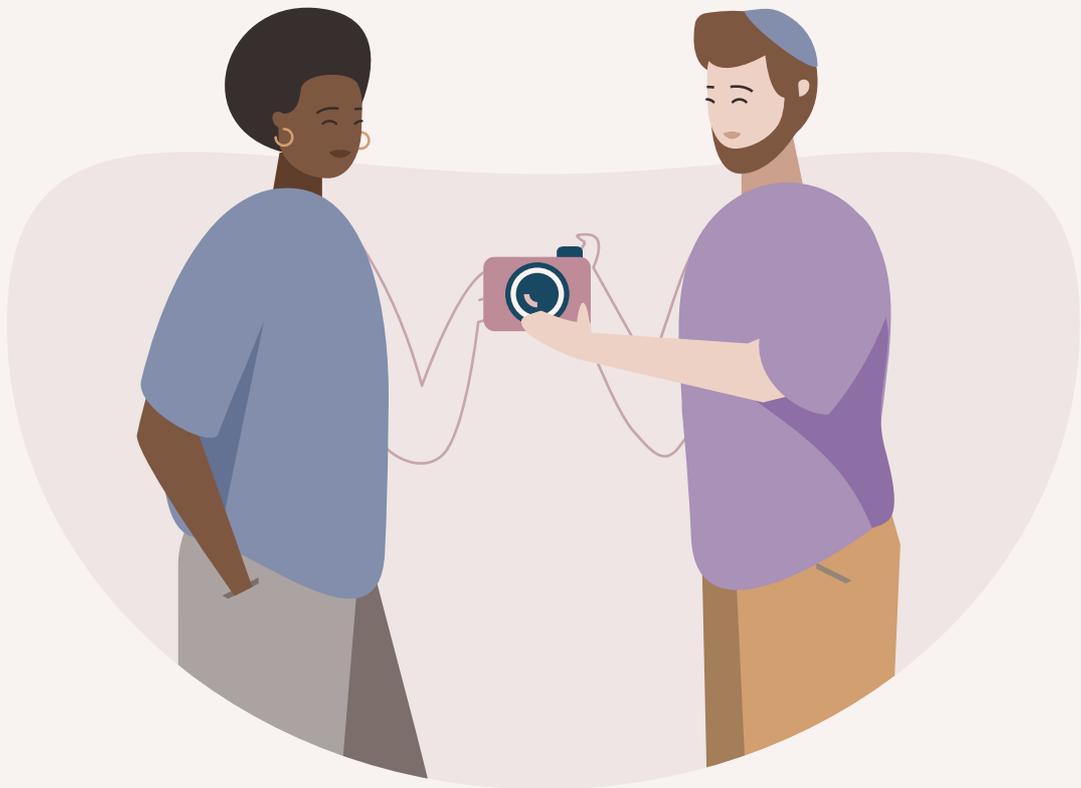
#### Missing Foundational Practices

- The organization partners with other organizations that work to advance the rights of vulnerable groups in the community.

### Next Steps

#### To Grow/Expand

- The organization supports scholarship and internship programs for underrepresented populations that have a positive impact on both the community and the organization's future labor force.



# Marketplace

# External Stakeholders

## EMBEDDING

### Quick wins

#### Missing Foundational Practices

- Represents organization in external forums and shares best practices of the organization.

### Next Steps

#### To Consider

- Nurtures strong relationships with external stakeholders to advance inclusion.
- Business leaders promote the organization's commitment to DEI publicly in external forums.

# Client/customer diversity

## FOUNDATIONAL

### Quick wins

#### Missing Foundational Practices

- Advertising visuals are diverse in nature and people from minority groups are shown non-stereotypically.