

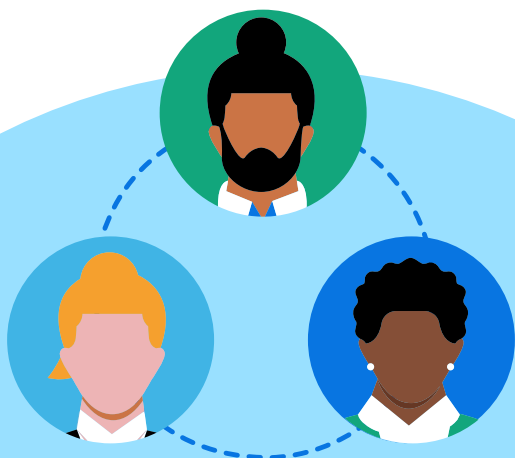
Workday Peakon Employee Voice's Include Methodology

A data-driven approach for improving organizational DE&I.

An effective DE&I solution needs to provide an accurate measure of both diversity and inclusiveness across your organization, allowing you to maximize the success of current initiatives and improve the overall engagement of your people.

DE&I also needs to take discrimination into account. By measuring your employees' perception of how discrimination is experienced and handled, it's possible to develop more effective responses, and build trust with employees by addressing the underlying causes.

This information needs to be available in real time, so that leaders throughout the business can take ownership for DE&I on a day-to-day basis, and employees can see how their feedback is being used to create change.



Diversity and Inclusion

Creating an 'inclusive' organizational culture is a relatively new concept and it's only in recent decades that we've seen significant efforts to measure employee perceptions of diversity and inclusion.

Diversity relates to the differences and similarities between individuals. Differences can be both visible, such as gender and ethnicity, as well as non-visible, for example religion, personality or culture.

Inclusion refers to an organization's efforts to ensure that all employees are able to participate and contribute fully to the decision making process. An inclusive environment is essential not only for attracting and retaining a diverse workforce, but also ensuring that a diverse workforce can express and make use of their differences.

Measuring inclusiveness.

Creating an ‘inclusive’ organizational culture is a relatively new concept and it’s only in recent decades that we’ve seen significant efforts to measure employee perceptions of diversity and inclusion. While there is limited consensus on how to measure inclusiveness, two points are generally accepted.

Belonging

Firstly, as individuals, we wish to feel like we belong to a group. This sense of belonging satisfies a fundamental psychological need for social relatedness.

Feeling Valued

In addition to a sense of belonging, we also want to feel accepted for who we are as individuals. This is what Marylinn Brewer proposed in her Optimal Distinctiveness Theory: we seek to balance a desire to belong (Belonging) with a need to feel that our uniqueness as individuals is valued (Feeling Valued).

Group dynamics play an important role in inclusion. When we believe that we need to behave inauthentically—in a manner that is inconsistent with our personality or our values—in order to be accepted by a group, we experience strong feelings of psychological discomfort. In these situations, this choice (between being accepted by the group and being our ‘true selves’) is itself a source of discomfort.

However, it is possible to satisfy both needs simultaneously: in teams where members are actively encouraged to express their individuality, they form a social identity that encompasses both a sense of belonging and a sense of uniqueness.

Measuring perceptions of diversity.

For most organizations, measuring diversity typically involves collecting information about employees’ backgrounds (e.g. gender, ethnicity, national origin, disability). However, research has also shown the importance of employee perceptions as to whether the organization truly values diversity.

These perceptions have been [clearly linked](#) to employees’ organizational commitment and intention to quit. This is because the organization’s apparent attitudes send clear signals to employees as to how safe it is for them to show their true selves without fear of negative consequences—and how likely it is that they will be welcomed by others.

Diversity Recruitment

Perceptions of diversity are strongly influenced by how leaders behave as well as the processes and practices relating to attracting and recruiting people (Diversity Recruitment) and retaining existing employees. [Research has shown](#) that policies and leaders’ behavior, particularly in these areas, communicate to employees how they should act and what the organization considers important.

Workforce Diversity

Benchmarking your organization against diversity quotas is one way of measuring progress, but the most valuable measure is if employees actually feel that the organization’s workforce is diverse. The Workforce Diversity sub-driver helps you to see whether DE&I efforts are actually having an impact in the eyes of employees.

Measuring attitudes towards discrimination.

Unsurprisingly, employees' experience of discrimination within an organization, both as victims and as witnesses, has a profound impact on their perception of the organization's attitude towards diversity and inclusion. Critical to these perceptions is the organization's response to incidents of discrimination and the extent to which conditions and opportunities are the same for everyone.

One study found that when employees' experience discrimination from a co-worker, supervisor, or the organization, this can negatively effect job satisfaction, organizational commitment and the willingness to go above what is expected of them.

Responsiveness

In addition to an accurate quantitative measure of discrimination, it's important to collect qualitative feedback related to incidents of discrimination. By measuring perceptions you're able to get a more accurate picture of how safe employees feel to be themselves—especially as many incidents of discrimination often go unreported.

Fair Opportunities

Discrimination often takes the form of limiting access to certain resources and opportunities within an organization. Fair Opportunities measures the perception of how resources are allocated and how decisions are made at the organization.

Our methodology.

Workday Peakon Employee Voice's diversity and inclusion methodology has been designed to measure these three 'drivers of D&I' and their corresponding sub-drivers:

- Inclusiveness (Belonging and Feeling Valued)
- Diversity (Workforce Diversity and Diversity Recruitment)
- Non-discrimination (Responsiveness and Fair Opportunities)

Our dedicated Organizational Development Science (ODS) team spends hundreds of hours researching scientific publications before creating a new question set. In most cases we first create different versions of the same set to see how wording might affect scoring. These sets are then tested using data collected externally, and internally amongst Workday customers, to validate and refine the questions—including the number of questions, wording, and overall representation of theoretical concepts. All of our questions are tested using a number of statistical methods, such as factor analysis.

In order to improve DE&I, it's equally important to have a measurement that is anchored in real-world expectations. Workday Peakon Employee Voice accounts for demographic qualities using Contextual Benchmarking to fairly represent scoring behaviours of different employees—informed by a database of over 200 million unique survey responses from around the world.



Diversity and Inclusion

(category question)

- I'm satisfied with [company]'s efforts to support diversity and inclusion.



Inclusiveness

(Belonging, Feeling valued)

- At [company], people of all backgrounds are accepted for who they are.
- I feel a sense of belonging at [company].
- I feel like I'm valued as a person at [company].



Diversity

(Diversity Recruitment, Workforce Diversity)

- A diverse workforce is a clear priority at [company].
- Recruitment processes at [company] attract and select a diverse workforce.
- I believe [company] is a diverse workplace.



Non-discrimination

(Responsiveness, Fair Opportunities)

- I'm confident I won't be discriminated against at [company].
- I believe [company] would respond appropriately to instances of discrimination.
- People of all backgrounds have the same opportunities at [company].



Learn more about how Workday Peakon Employee Voice can help you accurately measure belonging and diversity at workday.com/employee-voice.



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