An Empirical Assessment of DEI&B Frameworks within the Indian Socio-Cultural Corporate Landscape

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ABSTRACT:

Introduction

This study investigates the strategic implementation and multifaceted impact of Diversity, Equity, Inclusion, and Belonging (DEI&B) practices within Indian workplaces. While global organizations have increasingly prioritized DEI&B, there remains a critical research gap in understanding how these policies translate into the lived experiences of employees within India's unique socio-cultural landscape. This research aims to evaluate employee perceptions, identify systemic gaps in policy-driven approaches, and emphasize the need for intersectional strategies that move beyond superficial compliance.

Research Methodology

Researcher has adopted a descriptive research design and Primary data was gathered from a sample of 174 employees at a prominent multinational corporation (MNC) through a rigorous, structured survey instrument. This empirical data was further enriched by secondary research derived from internal organizational white papers, corporate policy documents, and peer-reviewed literature. To determine the predictive relationship between variables, advanced statistical tools including Correlation Analysis and Analysis of Variance (ANOVA) were employed to assess the influence of demographic factors and organizational initiatives on workplace culture.

Results

Strong Correlation (r = 0.7068): There is a strong positive relationship between diverse hiring practices and the integration of DEI&B into growth strategies. This suggests that when an organization hires diversely, employees view DEI&B as a serious business priority rather than just a HR checkbox.

Consistency in Perceptions (ANOVA): The ANOVA test (p-value 0.642) confirms there is no significant difference between how employees perceive hiring policies and how they perceive leadership commitment.

Key Discussion

The research concludes that for DEI&B to be truly transformative, organizations must pivot from symbolic gestures toward structured, measurable frameworks. The discussion supports for context-specific policies that account for the intersectionality of the Indian workforce. By integrating accountability metrics and fostering a culture of psychological safety, organizations can move beyond performative diversity to achieve sustainable innovation and equitable growth.

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I. Introduction

Diversity, Equity, Inclusion, and Belonging often referred to as DEI&B-are ideas that help make workplaces fair, respectful, and welcoming for everyone. Diversity means having people from different backgrounds, cultures, genders, ages, and abilities. Equity means giving everyone a fair chance to succeed, knowing that some people may need extra support. Inclusion is about making sure every person feels respected and involved. Belonging means employees feel accepted, safe, and valued as part of the team. Together, these four elements help build a workplace where everyone can thrive, no matter who they are.

India is one of the most socially and culturally diverse nations in the world. The Indian workforce reflects this diversity across multiple dimensions-language, caste, religion, gender, region, age, socioeconomic status, ability, and sexual orientation. This pluralism offers significant potential for innovation, problem-solving, and creative thinking within organizations. However, if not intentionally addressed, these differences can also reinforce inequality, discrimination, and exclusion in the workplace. The traditional hierarchical structure of Indian society continues to influence professional environments, often in subtle but powerful ways, limiting opportunities for many and fostering unequal access to career growth.

In recent years, Diversity, Equity, Inclusion, and Belonging (DEI&B) have emerged as global organizational imperatives, particularly within multinational corporations. DEI&B is not merely about representation; it encompasses a systemic approach to creating equitable opportunities, inclusive environments, and a culture where every individual feels accepted, valued, and connected. Each component of DEI&B serves a distinct but interconnected purpose. Diversity ensures a wide range of voices and perspectives. Equity recognizes structural inequalities and provides tailored support to overcome them. Inclusion focuses on building respectful and participatory work cultures. Belonging is the emotional outcome where individuals feel seen, heard, and empowered to contribute fully.

Although several Indian organizations, especially larger or globally aligned corporations, have begun adopting DEI&B frameworks, their efforts are often symbolic, fragmented, or limited in scope. For many businesses particularly those operating in smaller cities, tier-2 and tier-3 towns, or in the informal sector, DEI&B is either an underdeveloped concept or one that is treated as a checklist item. Celebrating festivals, holding one-off workshops, or displaying diversity statements on websites rarely translates into real transformation. Without institutional support, such as clear policies, dedicated accountability structures, and leadership commitment, DEI&B remains an aspirational idea rather than an operational standard.

The Indian context presents specific challenges that global DEI&B frameworks do not always address. Deep-rooted caste systems, linguistic barriers, regional biases, rigid gender norms, stigma around disabilities, and the invisibility of LGBTQ+ identities require a more nuanced, localized approach. Intersectionality—the overlapping of various forms of disadvantage—makes it even more complex. For instance, a Dalit woman from a rural background with a disability may face compounded exclusion in professional settings. Existing workplace policies in India, where present, often fail to address such layered realities in a strategic or sustainable way.

This is where a policy-driven approach becomes critical. Policies act as formal commitments that move DEI&B from abstract values to actionable strategies. They ensure continuity regardless of leadership changes, integrate DEI&B into daily operations, and offer measurable benchmarks for progress. Recruitment policies can eliminate unconscious bias and promote outreach to underrepresented groups. Performance and promotion policies can uncover and address gaps in career advancement. Parental leave and flexible work arrangements can support gender equity. Anti-harassment and grievance redressed policies can ensure safe and respectful environments for all employees. Accessibility policies can transform workplaces for individuals with physical or cognitive disabilities.

Yet, despite the clear benefits, the policy integration of DEI&B in India remains rare, inconsistent, or narrowly focused. Most existing literature and research on DEI&B in the Indian workplace concentrate on individual initiatives, case studies of major corporates, or broad international frameworks. There is limited exploration of how Indian organizations, especially those operating in unique socio-cultural and economic environments, can develop context-sensitive DEI&B policies that go beyond compliance to actively promote inclusive growth.

This research paper seeks to bridge that gap by exploring how Indian workplaces can embed DEI&B principles through a structured, policy-based approach. The focus is not just on representation but on transformation—how to design and implement workplace policies that are inclusive by design, intersectional in understanding, and sustainable in impact. This study aims to evaluate the current landscape of DEI&B in Indian organizations, identify existing challenges and gaps, analyse best practices, and propose a framework for policy integration that aligns with both Indian realities and international standards. In doing so, this research will contribute to the larger discourse on inclusive growth by positioning the workplace as a key driver of social equity. As India moves toward becoming a global economic powerhouse, ensuring that this growth is equitable and inclusive is not just a moral imperative—it is a strategic necessity. DEI&B, when embedded through thoughtful policies, can help unlock the full potential of India's diverse talent pool, foster innovation, reduce inequality, and build resilient organizations that are prepared for the future.

2.Literature Review

Mepparambath, S. (2023). This work investigates the often-overlooked dimension of caste within the Indian corporate DEI framework. It highlights that while many multinationals adopt global standards for gender and LGBTQ+ inclusion, caste-based diversity remains under-addressed in policy and practice. The study emphasizes the need for localized DEI strategies

that acknowledge social stratification to foster true workplace equity.

Chakrabarty, A., & Singh, A. K. (2025).. The authors explore how educational institutions serve as the pipeline for the future workforce by integrating DEI into academic curricula. The research provides a framework for evaluating how inclusive teaching methods and diverse course content can improve student outcomes. It suggests that institutionalizing DEI at the university level is essential for preparing graduates to thrive in multicultural corporate environments. Sahyaja, C., & Shankar, C. (2024). This work examines the IT sector through a unique "human consciousness" lens, suggesting that DEI is not just a structural requirement but a psychological shift. It argues that deeper awareness and empathy within leadership lead to more sustainable inclusion than mere compliance. The study provides a roadmap for IT firms to move from superficial diversity to a deeper, consciousness-based cultural transformation.

Paliwal, M., & Bapat, O. J. (2025). Focusing on the traditionally rigid manufacturing sector, this case study identifies the specific challenges of implementing DEI in plant-based environments. The research highlights that while gender diversity is improving on the shop floor, inclusion remains a challenge due to entrenched cultural norms. It advocates for specialized leadership training to bridge the gap between policy and the reality of the manufacturing workforce. Gaur, S. P. (2025). This chapter analyses the representation of women in senior leadership roles within India's leading corporations. Gaur argues that responsible leadership must go beyond "fixing the women" and instead focus on fixing organizational systems that perpetuate gender bias. The work emphasizes that gender equity is a prerequisite for any organization aiming to contribute to a resilient and responsible global economy.

Shekhar, K., & Srivastava, S. (2025). Providing a comprehensive synthesis of recent academic work, this review identifies key trends and gaps in how the IT industry handles diversity. It notes that while the sector leads in LGBTQ+ and gender policies, there is a lack of rigorous data on the intersectional experiences of employees. The authors call for more empirical research to measure the long-term effectiveness of current IT-specific DEI interventions.

Luthia, M. (2024). Luthia introduces a modern methodological approach by using "social listening" to monitor real-time employee and public sentiment regarding corporate DEI efforts. By analyzing social media and internal forums, the study shows how companies can identify cultural friction points before they escalate. This research highlights the power of digital data in holding organizations accountable for their public diversity promises.

Umesh, P., & Sivakumar, N. (2025). This work links DEI initiatives directly to the United Nations Sustainable Development Goals (SDGs) using a systems theory approach. The authors argue that DEI is a critical component of "Social" sustainability (in ESG) and must be integrated into the broader corporate strategy. The framework helps leaders see inclusion as a systemic driver of global development rather than an isolated HR task. Anand, R. (2021). Anand provides a strategic guide for DEI professionals working across different cultures and legal jurisdictions. He emphasizes that a "one-size-fits-all" approach fails in multinational settings and that leaders must adapt their strategies to local social contexts. The book advocates for systemic change that aligns DEI with the organization's global mission and operational excellence.

Wolbring, G., & Nguyen, A. (2023). This scoping review critically examines the terminology used in DEI policies, noting how different definitions of "equity" and "equality" change the outcomes of a policy. The authors highlight how various frameworks are applied in higher education and corporate sectors, often with inconsistent results. They call for more precision in language to ensure that policies actually reach the marginalized groups they are intended to help. Jefferson, P. (2025). Jefferson's doctoral work explores the professional experiences of those tasked with

leading DEI in the tech world. The study finds that DEI efforts are most successful when DEI officers have a "seat at the table" and their goals are tied to business performance metrics. It identifies the common barriers DEI professionals face, such as lack of budget and "diversity fatigue" among senior management.

Axelsson, E. L. (2022). Though focused on the Swedish context, this qualitative study offers universal insights into the implementation of diversity management. Axelsson highlights the importance of measurable metrics in determining the success of DEI strategies. The research concludes that without clear KPIs and accountability from top-level managers, DEI practices often remain theoretical rather than transformative. Nayak, B. S. (Ed.). (2023). This edited volume argues for an intersectional approach to business education, moving beyond single-identity politics. It explores how creative pedagogy can help students understand the overlapping systems of discrimination based on race, gender, and class. Nayak emphasizes that business schools must foster inclusive cultures to prepare the next generation of leaders for an increasingly complex world.

2.2. Theoretical Background of the Study

Diversity, Equity, Inclusion, and Belonging (DEI&B) form the foundation of modern workplace practices that ensure fairness and participation for all. Diversity captures differences in gender, caste, religion, language, age, abilities, and perspectives. Equity ensures fairness by providing individuals with the specific support they need, while Inclusion focuses on active involvement and representation in decision-making. Belonging reflects the emotional connection employees feel when they are valued and accepted. Together, these four elements create workplaces where individuals can thrive and contribute effectively.

Policies are central to embedding DEI&B in organizations. While many companies express support for diversity, change occurs only when intentions are codified into clear and enforceable rules. Policies such as unbiased recruitment, equal pay frameworks, and anti-harassment guidelines provide structure, accountability, and legal compliance., but organizations must go beyond these minimum requirements to foster genuine inclusion and belonging.

Several theoretical perspectives highlight the significance of DEI&B as detailed below:

Institutional Theory shows that organizations adopt diversity measures due to legal, competitive, or social pressures.

The Resource-Based View emphasizes that diverse teams enhance creativity and innovation.

Social Identity Theory explains how divisions arise when people identify strongly with in-groups, while inclusive policies help reduce such barriers. The Contact Hypothesis argues that structured, respectful interactions foster trust across groups. Concepts like Intersectionality and Psychological Safety underline the need for nuanced policies that address overlapping disadvantages and create safe spaces for expression. The Indian context makes DEI&B especially important and complex. Workplaces bring together employees from different castes, regions, languages, religions, and socio-economic backgrounds. While such diversity fuels growth, it can also cause inequality or bias if not managed effectively. Tailored measures such as mentorship programs for underrepresented groups, multilingual workplace communication, or flexible support systems help address these challenges. Leadership commitment, cultural sensitivity training, and continuous monitoring ensure policies move from paper to practice.

Ultimately, DEI&B is not only a legal or ethical imperative but also a business advantage. Inclusive workplaces report higher engagement, lower attrition, and stronger innovation. For Indian companies competing globally, embedding DEI&B through a policy-driven approach strengthens reputation, attracts diverse talent, and drives inclusive growth that benefits both organizations and society.

2.3. Research Problem:

Despite the increasing emphasis on Diversity, Equity, Inclusion, and Belonging (DEI&B) in global corporate practices, Indian workplaces

largely lack a standardized, policy-driven approach that embeds DEI&B into the core of organizational growth strategies. Most DEI&B efforts in India remain reactive, symbolic, or limited to metropolitan corporate hubs, without measurable frameworks or policy integration at various organizational levels. Furthermore, there is a significant gap in understanding how tailored policies can be designed to address the intersectionality of caste, language, regional identity, gender, and disability in the Indian context. There is little existing research exploring how Indian organizations can systematically develop and implement DEI&B policies that not only ensure compliance but also actively drive inclusive growth and workplace transformation. This study aims to investigate this underexplored area by proposing a comprehensive, policy-driven DEI&B framework suited for Indian socio-cultural dynamics and business environments.

2.4. Objective of study

1.To explore the current practices of Diversity, Equity, Inclusion, and Belonging (DEI&B) in Indian organizations

2.To identify the key challenges and barriers hindering the effective implementation of DEI&B policies in diverse Indian work environments, including systemic, cultural, and organizational factors.

3. To find out the relationship between Organization's policies supports diverse hiring practices and DEI&B integration into organization's core growth strategies.

4. To assess the differences between Organization's policies supports diverse hiring practices and Leadership commitment to DEI&B is evident in our organization.

5.To propose a context-specific, policy-driven DEI&B framework tailored for Indian workplaces, incorporating global best practices with localized relevance for long-term impact.

2.5. Scope of the Study

The scope of this research extends to examining Diversity, Equity, Inclusion, and Belonging (DEIB) practices across various sectors and regions in India, with attention to both sector-wise differences and regional variations in policy implementation. It also includes a comparative perspective with international benchmarks to identify gaps and opportunities for strengthening Indian frameworks. Future studies can focus on assessing the long-term impact of inclusive policies on employee engagement, talent retention, innovation, productivity, and overall organizational growth.

3.Research Methodology

3.1. Research Design

This study follows a descriptive research design to understand and analyse the current state of Diversity, Equity, Inclusion, and Belonging (DEI&B) practices in Indian workplaces.

3.2. Population and Element

Population of the study includes Working Professionals of an MNC, and element is each individual employee of the organization

3.3. Sampling Frame and Sampling Unit

Employees across different departments of the MNC with reference to Diversity, Equity, Inclusion, and Belongingness. Individual employees representing different backgrounds and roles within the MNC

3.4. Sampling Method and Sample Size

A convenience sampling method has been employed due to the accessibility of respondents within the organization. The final sample size consists of 172 employees, which is sufficiently robust to provide meaningful insights into organizational culture and practices.

3.5. Source of Data and Data Collection Method

Primary data is collected through a structured questionnaire containing closed-ended and Likert scale questions to measure key dimensions such as fairness in opportunities, inclusivity in decision-making, experiences of bias, and feelings of belonging. Secondary data, including company policies and reports, supports contextual understanding and cross-verification.

3.6. Tools for Data Analysis

The collected data was analysed using statistical tools such as Descriptive Statistics and Inferential Analysis such as Correlation Analysis and ANOVA (Analysis of Variance).

3.7. Limitations of the Study

Study is subject to respondent's bias and Sector-specific bias in data collection may influence the findings.

Time is the limiting factor, Restricted access to organizational data narrowed the scope of insights.

Measuring the difference between policy and practice remains a significant challenge.

4. Data Analysis and Interpretation:

Table No.4.1-Demographic Profile of the Respondents

Age of the respondents	**No. of. Respondent**	**Percentage**
20 – 30	157	89.71%
31 – 40	11	8.57%
41 – 50	6	1.14%
Total	**174**	**100**
Gender	**No. of. Respondent**	**Percentage**
Female	94	54.3
Male	80	45.7
Total	**174**	**100**
Job role of the employees	**No. of. Respondent**	**Percentage**
Entry level	95	54.59
Leadership	11	6.32
Manufacturing	1	0.57
Mid-level	43	24.7
Senior level	22	12.68
Student	1	0.57
Working	1	0.57
Total	**174**	**100**
Type of organisation that employees work for	**No. of. Respondent**	**Percentage**
MNC	81	46.55
Indian company	42	24.13
Startup	26	14.94

Government	12	6.89
Other	13	7.49
Total	**174**	**100**
Industry Specific of employees	**No. of. Respondent**	**Percentage**
IT	48	27.58
Finance	55	31.6
Health care	18	10.37
Other	53	30.45
Total	**174**	**100**
Work Experience of the employees	**No. of. Respondent**	**Percentage**
0-5 Years	143	82.18
6-10 Years	16	9.19
11-15Years	9	5.17
More than 15 years	6	3.46
Total	**174**	**100**
Educational qualification	**No. of. Respondent**	**Percentage**
Graduate	78	45
Postgraduate	84	48
Doctorate	6	3.5
Other	6	3.5
Total	**174**	**100**
Workplace of the employees	**No. of. Respondent**	**Percentage**
Tire 1 City	122	70.11
Tire 2 City	31	17.81
Tire 3 City	6	3.44
Rural area	15	8.64
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

A large majority of the respondents (89.71%) belongs to the age between 20–30 years, while only 8.57% fall in the 31–40 age group, and 1.14% respondents belongs to the age group of 41–50. It is inferred the Females account for 54.3% and males 45.7%. Most of the respondents are entry-level employees (54.59%), followed by mid-level (24.7%) and senior level are (12.68%), Leadership roles (6.32%) and includes other

categories such as students, manufacturing, working class employees. 46.55% of the employees do work in MNCs, 24.13% employed in Indian companies, 14.94% of the respondents work in startups, 6.89% of the respondents are from government, and 7.49% of the employees work in other setups. With respect to the industry, the respondents primarily belong to Finance sector with 31.6% and IT with 27.58%, 10.37% in healthcare and 30.45% in other industries. 82.18% of the employees have 0–5 years of experience, 9.19% of the employees have 6–10 years, 5.17% of the employees have 11–15 years, and 3.46% of the employees more than 15 years. 48% of the respondents are postgraduates, 45% of the respondents are graduates, and 3.5% of the respondents are doctorates. 70.11% of the respondents are based in Tier 1 cities, followed by 17.81% of the respondents are based in Tier 2, 8.64% of the respondents are based in rural areas, and 3.44% of the respondents are based in Tier 3.

Table No.4.2- Respondents' opinion on whether your organization have a formal DEI&B policy

Respondents' opinion on whether your organization have a formal DEI&B policy	**No. of. Respondent**	**Percentage**
Don't know	50	28.73
No	28	16.09
Yes	96	55.18
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

It is evident from the above table that 55.18% of employees has awareness and understanding of DEI&B (Diversity, Equity, Inclusion & Belonging) within the organization. The responses show that while some employees are familiar with the concept and acknowledge its importance, others have limited awareness. 16.09% of employees do not have awareness and understanding of DEI&B (Diversity, Equity, Inclusion & Belonging) within the organization.

Table No.4.3- Respondents' opinion on DEI&B training at their workplace

Respondents' opinion on DEI&B training at their workplace	**No. of. Respondent**	**Percentage**
Yes	88	50.57
No	86	49.43
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

The small sample shows mixed responses, suggesting that while some employees have received awareness sessions, a few have not. This indicates inconsistency in training reach and highlights a need for uniform DEI&B sensitization across the organization.

Table No.4.4- Respondents' opinion on whether they have been included in decision-making processes at workplace

Respondents' opinion on whether they have been included in decision-making processes at workplace	**No. of. Respondent**	**Percentage**
Yes	94	54.02
No	24	13.79
Sometimes	56	32.19
Total	174	100

Source of the Data: Primary Data

Interpretation:

It is evident from the above table that 54.02% of the respondents' said that they have been included in decision-making processes at workplace and 13.79 % of the respondents' said that they have not been included in decision-making processes at workplace.

Table No.4.5- Respondents' opinion on whether they have witnessed or experienced any form of bias/discrimination at workplace

Respondents' opinion on whether they have witnessed or experienced any form of bias/discrimination at workplace	No. of. Respondent	Percentage
Yes	85	48.85
No	89	51.15
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

48.85% of the respondents' said that they have been witnessed or directly faced bias or discrimination at work. The responses indicate a sensitive concern such experiences, while others deny it. 51.15% of the respondents' said that they have not been witnessed or directly faced bias or discrimination at work.

Table No.4.6- Respondents' rating on the effectiveness of DEI&B initiatives in your organization

Respondents' rating on the effectiveness of DEI&B initiatives in your organization	No. of. Respondent	Percentage
Very effective	55	31.61
Somewhat effective	87	50
Not very effective	21	12.07
Not at all effective	11	6.32
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

It is evident from the above table that 31.61% of the employees' rating has been very effective on existing DEI&B programs and 06.32% of the employees' rating has been not at all effective on existing DEI&B programs. To improve effectiveness, the organization should focus on impact measurement, continuous employee feedback, and tailoring initiatives to real workplace issues rather than surface-level activities.

Table No.4.7- Respondents' opinion on availability of employee resource groups (ERGs) or affinity groups in their organization

Respondents' opinion on availability of employee resource groups (ERGs) or affinity groups in their organization	No. of. Respondent	Percentage
Yes	79	45.40
No	43	24.71
Don't know	52	29.89
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

It is evident from the above table that 45.40 % respondents said that they have an employee resource groups (ERGs) or affinity groups in their organization and 29.89% of the respondents they don't know the availability of employee resource groups (ERGs) or affinity groups in their organization.

Table No.4.8- Respondents' Agreement level on whether organization's policies support diverse hiring practices.

Agreement level on whether organization's policies support diverse hiring practices.	No. of. Respondent	Percentage
Strongly Agree	30	17.24
Agree	53	30.46
Neutral	60	34.48
Disagree	13	7.48
Strongly Disagree	18	10.34
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

It is evident from the analysis that 17,24% of respondents strongly agree that organization's policies support diverse hiring practices and 10.34 % strongly disagree that organization's policies support diverse hiring practices.

Table No.4.9- Respondents' Agreement level on whether DEI&B initiatives are regularly evaluated and improved in our organization.

Agreement level on whether DEI&B initiatives are regularly evaluated and improved in our organization.	No. of. Respondent	Percentage
Strongly Agree	33	18.96
Agree	40	22.98
Neutral	66	37.96
Disagree	23	13.21
Strongly Disagree	12	6.89
Grand Total	174	100

Source of the Data: Primary Data

Interpretation:

It is inferred from the analysis that 18.96% respondent strongly agree that DEI&B initiatives are regularly evaluated and improved in our organization and 6.89% strongly disagree that DEI&B initiatives are regularly evaluated and improved in our organization.

Table No.4.10- Respondents' Agreement level on whether organization provides adequate resources for employee well-being.

Agreement level on whether organization provides adequate resources for employee well-being.	No. of. Respondent	Percentage
Strongly Agree	37	21.26
Agree	57	32.78
Neutral	44	25.28
Disagree	27	15.51
Strongly Disagree	9	5.17
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

It is inferred from the analysis that 21.26% respondent strongly agree that organization provides adequate resources for employee well-being and 5.17% Strongly disagree that organization provides adequate resources for employee well-being.

Table No.4.11- Respondents' Agreement level on whether Leadership commitment to DEI&B is evident in our organization

Agreement level on whether Leadership commitment to DEI&B is evident in our organization.	No. of. Respondent	Percentage
Strongly Agree	30	17.24
Agree	60	34.48
Neutral	53	30.47
Disagree	16	9.19
Strongly Disagree	15	8.62
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

It is inferred from the table that 17.24% respondent strongly agree that Leadership commitment to DEI&B is evident in our organization and 5.17% strongly disagree that Leadership commitment to DEI&B is evident in our organization.

Table No.4.12- Respondents' Agreement level on whether workplace culture promotes a sense of belonging among employees.

Agreement level on whether workplace culture promotes a sense of belonging among employees.	No. of. Respondent	Percentage
Strongly Agree	32	18.39
Agree	69	39.67
Neutral	39	22.41
Disagree	19	10.91
Strongly Disagree	15	8.62
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

It is inferred from the analysis that 18.39% respondent strongly agree that workplace culture promotes a sense of belonging among employees and 8.62% Strongly disagree that workplace culture promotes a sense of belonging among employees.

Table No.4.13- Respondents' Agreement level on whether DEI&B is integrated into their organization's core growth strategies.

Agreement level on whether DEI&B is integrated into their organization's core growth strategies.	No. of. Respondent	Percentage
Strongly Agree	34	19.54
Agree	50	28.73
Neutral	55	31.63
Disagree	23	13.21
Strongly Disagree	12	6.89
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

It is inferred from the analysis that 19.54% respondent strongly agree that DEI&B is integrated into their organization's core growth strategies and 6.89% Strongly disagree that DEI&B is integrated into their organization's core growth strategies.

Table No.4.14- Respondents' ratings on Diversity in hiring practices

Diversity in hiring practices in organisation	No. of. Respondent	Percentage
Excellent	45	25.86
Very Good	60	34.48
Good	47	27.01
Fair	17	9.77
Poor	5	2.88
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

It is inferred from the analysis that 25.86% of the respondents have given excellent ratings on Diversity in hiring practices in organisation and 2.88% of the respondents have given poor ratings on Diversity in hiring practices in organisation.

Table No.4.15- Respondents' ratings on Equity in promotion opportunities

Equity in promotion opportunities	No. of. Respondent	Percentage
Excellent	39	22.41
Very Good	62	35.65
Good	52	29.88
Fair	16	9.19
Poor	5	2.87
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

It is inferred from the analysis that 22.41% of the respondents have given excellent ratings on Equity in promotion opportunities and 2.87% of the respondents have given poor ratings on Equity in promotion opportunities in their organisation.

Table No.4.16- Respondents' ratings on Inclusion in decision-making processes

Inclusion in decision-making processes	No. of. Respondent	Percentage
Excellent	44	25.28
Very Good	64	36.78
Good	50	28.75
Fair	11	6.32
Poor	5	2.87
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

It is inferred from the analysis that 25.28% of the respondents have given excellent ratings on the statement of Inclusion in decision-making processes and 2.87% of the respondents have given poor ratings on the statement of Inclusion in decision-making processes in their organisation.

Table No.4.17- Respondents' ratings on Sense of Belonging among employees

Sense of Belonging among employees	No. of. Respondent	Percentage
Excellent	53	30
Very Good	62	35.13
Good	43	24.18
Fair	9	5.79
Poor	7	4.9
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

It is inferred from the analysis that 30% of the respondents have given excellent ratings on the statement of Sense of Belonging among employees and 4.9% of the respondents have given poor ratings on the statement of Sense of Belonging among employees in their organisation.

Table No.4.18- Respondents' ratings on Leadership commitment to DEI & B

Leadership commitment to DEI & B	No. of. Respondent	Percentage
Excellent	48	27.58
Very Good	54	31.03
Good	45	25.88
Fair	24	13.79
Poor	3	1.72
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

It is inferred from the analysis that 27.58% of the respondents have given excellent ratings on the statement of Leadership commitment to DEI & B and 1.72% of the respondents have given poor ratings on the statement of Leadership commitment to DEI & B in their organisation.

Table No.4.19- Respondents' ratings on Effectiveness of DEI&B policies

Effectiveness of DEI&B policies	No. of. Respondent	Percentage
Excellent	42	24.13
Very Good	53	30.47
Good	54	31.04
Fair	20	11.49
Poor	5	2.87
Grand Total	174	100

Source of the Data: Primary Data

Interpretation:

It is inferred from the analysis that 24.13% of the respondents have given excellent ratings on the statement of Effectiveness of DEI&B policies and 2.87% of the respondents have given poor ratings on the statement of Effectiveness of DEI&B policies in their organisation.

Table No.4.20- Respondents' ratings on Overall DEI&B culture in the organization

Overall DEI&B culture in the organization	No. of. Respondent	Percentage
Excellent	47	27.01
Very Good	52	29.88
Good	52	29.88
Fair	18	10.36
Poor	5	2.87
Total	**174**	**100**

Source of the Data: Primary Data

Interpretation:

It is inferred from the analysis that 27.01% of the respondents have given excellent ratings on the statement of Overall DEI&B culture in the organization and 2.87% of the respondents have given poor ratings on the statement of Overall DEI&B culture in the organization in their organisation.

Inferential Analysis

Objectives of the Study

To find out the relationship between Organization's policies supports diverse hiring

practices and DEI&B integration into organization's core growth strategies.

Hypothesis

H_o: There is no significant relationship between Organization's policies supports diverse hiring practices and DEI&B integration into organization's core growth strategies.

H_1: There is no significant relationship between Organization's policies supports diverse hiring practices and DEI&B integration into organization's core growth strategies

Table No.4.21- CORRELATION ANALYSIS:

Variables Compared	Organization's policies support diverse hiring practices.	DEI&B is integrated into our organization's core growth strategies.
Organization's policies support diverse hiring practices.	1	
DEI&B is integrated into our organization's core growth strategies.	0.7068	1

Variables Compared

1. *Our organization's policies support diverse hiring practices.*

2. *DEI&B is integrated into our organization's core growth strategies.*

Results

- The correlation coefficient between the two variables = 0.7068 (≈ 0.71).
- A correlation value above 0.70 indicates a strong positive relationship.

Interpretation

It is inferred that when employees perceive the organization as having strong and supportive diverse hiring practices, they are also likely to perceive that DEI&B is well-integrated into the organization's growth strategies. In other words, both aspects move together—if hiring policies are seen as inclusive, employees also tend to believe the organization treats DEI&B as a strategic priority. The strong positive correlation highlights that diverse hiring policies are not just operational but also act as a signal to employees about the organization's deeper commitment to embedding DEI&B into long-term growth. Strengthening inclusive hiring will likely improve employee confidence in DEI&B as a core business strategy.

Objectives of the Study

To assess the differences between Organization's policies supports diverse hiring practices and Leadership commitment to DEI&B is evident in our organization.

Hypothesis

H_o: There are no significant differences between Organization's policies supports diverse hiring practices and Leadership commitment to DEI&B is evident in our organization.

H_1: There are no significant differences between relationship between Organization's policies supports diverse hiring practices and Leadership commitment to DEI&B is evident in our organization.

Table No.4.22- ANOVA:

Anova: Single Factor						
SUMMARY						
Groups	*Count*	*Sum*	*Average*	*Variance*		
Organization's policies support diverse hiring	175	590	3.371	1.349		

practices.						
Leadership commitment to DEI&B is evident in our organization.	175	600	3.42	1.292		
ANOVA						
Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	0.2857	1	0.2857	0.2162	0.642	3.868
Within Groups	459.7142	348	1.3210			
Total	460	349				

Interpretation

- Groups Compared:

1. Employees' perception of whether organizational policies support diverse hiring practices.
2. Employees' perception of leadership commitment to DEI&B.

- Descriptive Statistics:
  - Both groups have the same sample size (n = 175).
  - Mean for diverse hiring policies = 3.37.
  - Mean for leadership commitment = 3.43.
  - The averages are very close, suggesting little difference in employee perceptions between the two aspects.
- ANOVA Results:
  - F value = 0.216 which is much lower than the critical value (F crit = 3.868).
  - P-value = 0.642 > 0.05, which means the result is not statistically significant.
- There is no significant difference between employees' views on the organization's diverse hiring policies and leadership's commitment to DEI&B.

5.Summary of Findings, Suggestions and Conclusion of the Study

The respondent base is predominantly young, with 89.71% falling in the 20–30-year age bracket and 82.18% having 0–5 years of work experience.

There is a relatively balanced gender distribution, with a slight majority of Female (54.3%) respondents compared to Male (45.7%).

Most respondents are Entry-level (54.59%) employees. The two most represented sectors are Finance (31.6%) and IT (27.58%), with the vast majority (70.11%) working in Tier 1 Cities.

The workforce is highly educated, with 93% holding either a Graduate or Postgraduate degree.

While 55.18% of employees are aware of a formal DEI&B policy, a significant 44.82% either don't know about it or claim it doesn't exist.

There is a sharp divide in training; only 50.57% have received DEI&B training, while 49.43% have not, indicating an inconsistency in the rollout of sensitization programs.

Awareness of Employee Resource Groups (ERGs) is low, with nearly 30% of respondents unaware of their existence.

54.02% of the respondent feel included in decision-making, but a combined 45.98% feel they are only "sometimes" or "never" included.

48.85% of respondents reported having witnessed or experienced some form of bias or

discrimination at the workplace.

65.13% of respondents rate the "Sense of Belonging" as "Excellent."

Leadership commitment received positive ratings, with 58.61% rating it as "Excellent"

Roughly 48% of respondents agree or strongly agree that DEI&B is integrated into the core growth strategy, though a large segment (31.63%) remains neutral.

Only 31.61% view current DEI&B initiatives as "Very Effective," while 50% view them as only "Somewhat Effective," suggesting room for improvement in execution.

Strong Correlation (r = 0.7068): There is a strong positive relationship between diverse hiring practices and the integration of DEI&B into growth strategies. This suggests that when an organization hires diversely, employees view DEI&B as a serious business priority rather than just a HR checkbox. Consistency in Perceptions (ANOVA): The ANOVA test (p-value 0.642) confirms there is no significant difference between how employees perceive hiring policies and how they perceive leadership commitment.

Suggestions of the Study

Introduce "ERGs at Onboarding." Make a presentation by ERG leads a mandatory part of the Day 1 induction process. Feature "ERG Spotlights" in the company newsletter to showcase their impact on culture.

To address the 50% training gap and the high prevalence of witnessed bias, shift away from one-off annual workshops.

Since 46% of your respondents feel excluded from decision-making, the organization should mandate specific meeting behaviours. Introduce techniques such as "Progressive Stack" or "Silent Brainstorming" to ensure entry-level employees and minority voices are not overshadowed by dominant personalities.

Establish an anonymous Culture Feedback Portal where employees can flag recurring biases, allowing leadership to address systemic issues through collective coaching rather than individual punishment.

Since study found a strong correlation ($r = 0.71$) between hiring practices and the perception of DEI&B as a growth strategy. To capitalize on this, implement Diverse Interview Panels for every open role. When candidates and current employees see diversity at the "gatekeeping" stage, it reinforces the belief that inclusion is a core business priority rather than a peripheral HR task.

To address the 32% of employees who remain neutral on DEI&B's role in growth, leadership must explicitly link inclusion to business KPIs. During quarterly townhalls, senior leaders should present DEI&B Scorecards-sharing data on diversity in the promotion pipeline and retention rates-demonstrating that the organization is evaluating these metrics with the same rigor as financial performance.

Conclusion of the Study

The study concludes that while the organization has successfully built a diverse, highly educated, and youthful workforce particularly within Tier 1 cities and the Finance and IT sectors-there is a significant "execution gap" in its DEI&B framework. Although leadership commitment is perceived positively and a sense of belonging remains high at 65.13%, nearly half of the respondents (48.85%) have witnessed or experienced workplace bias. The data reveals a critical divide in training and awareness, with roughly 45% of the workforce unaware of formal policies or Employee Resource Groups. However, the strong correlation (r = 0.71) between diverse hiring and strategic growth perception suggests that structural changes at the "gatekeeping" stage can profoundly shift employee mindsets. By transitioning from passive workshops to active "Inclusion-First" onboarding, mandatory inclusive meeting protocols, and transparent DEI&B scorecards linked to KPIs, the organization can move beyond surface-level compliance. Ultimately, addressing the 45.98% who feel excluded from decision-making through anonymous feedback loops and diverse interview panels will be essential. Implementing these specific, data-driven interventions will transform DEI&B from a peripheral HR initiative into a core driver of organizational growth and psychological safety.

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