Project Dissertation Report

on

Impact of Diversity, Equity and Inclusion (DEI)

On Workplace Productivity

Submitted by

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CERTIFICATE

This is to certify that Sonali 2K21/DMBA/127 has submitted the Major Research Project titled IMPACT OF DIVERSITY, EQUITY AND INCLUSION (DEI) ON WORKPLACE PRODUCTIVITY in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (MBA) from Delhi School of Management, Delhi Technological University, New Delhi during the academic year 2022-23.

DR. ABHINAV CHOUDHARY   **DR ARCHANA SINGH**

ASSISTANT PROFESSOR   **HOD**

DECLARATION

I, Sonali, student of Delhi School of Management, Delhi Technological University hereby declare that the Major Research Project on 'Impact of diversity, equity and inclusion (DEI) on workplace productivity' submitted in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (MBA) is the original work conducted by me. I also confirm that neither I nor any other person has submitted this project report to any other institution or university for any other degree or diploma. I further declare that the information collected from various sources has been duly acknowledged in this project.

SONALI
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ACKNOWLEDGEMENT

Sonali, 2K21/DMBA/127, would like to convey her sincere gratitude to all of the people who helped her finish her MBA dissertation.

I'd like to start by thanking my boss, Dr. Abhinav Choudhary, for his invaluable advice, helpful criticism, and support during the entire process. His advice, recommendations, and knowledge had a significant role in determining the focus and direction of this dissertation.

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I want to express my gratitude to my family and friends for their unflagging support, inspiration, and motivation throughout this difficult road. Their confidence in never-ending support and me have given me the willpower to push through difficulties and finish this dissertation.

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EXECUTIVE SUMMARY

The importance of diversity, equity, and inclusion (DEI) efforts has grown in the workplace as more companies see the advantages of an inclusive and varied workforce. This study uses questionnaire data to examine how DEI initiatives and workplace productivity relate to one another.

The study examined employee perceptions of DEI initiatives, employee engagement, job happiness, and productivity through responses from a sample of workers from different industries. The study's findings point to a link between DEI programmes and increased workplace productivity. Businesses that put a high priority on DEI projects typically have more engaged and contented workers, which increases productivity. Employees who believe their employer places a high priority on DEI efforts also tend to see their work more favourably and report feeling more satisfied with their jobs.

The study's findings also suggest that particular DEI programmes, including diversity mentoring and training, benefit workplace productivity. Participating employees report greater levels of engagement and job satisfaction as well as higher levels of productivity.

Overall, this study emphasises the significance of putting DEI efforts into practise in order to create a workplace that is more effective and productive. Businesses may promote a more engaged and contented staff by prioritising DEI activities and fostering an inclusive culture, which will ultimately enhance productivity. These findings highlight the significance of giving DEI efforts in the workplace top priority and have major implications for organisations looking to increase workplace efficiency.

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INTRODUCTION

DEI (diversity, equality, and inclusion) are now crucial elements of a productive workplace. People from all cultures, origins, and experiences work side by side in the workforce today, which is more varied than ever before. Workplaces that are inclusive and varied encourage innovation, creativity, and better decision-making, all of which eventually boost productivity.

Furthermore, the benefits of DEI initiatives extend beyond just diversity and inclusion. DEI initiatives can have a positive impact on workplace productivity. Employees who perceive their company as prioritizing DEI initiatives tend to have higher levels of job satisfaction and engagement, which can lead to increased productivity. Moreover, specific DEI initiatives, such as diversity training and mentorship programs, can have a positive impact on workplace productivity.

Organizations that prioritize DEI initiatives and create a culture of inclusivity can attract and retain diverse talent, foster innovation, and improve their bottom line. However, the relationship between DEI initiatives and workplace productivity is relatively underexplored. Therefore, further research is needed to examine the impact of DEI initiatives on workplace productivity and to determine the most effective ways to implement DEI initiatives in the workplace.

Particularly in the computer industry, where employment of women and people of colour continues to lag behind the rest of the labour market, diversity and inclusion have been persistent issues. Just approximately 34% of women work for the GAFAM group of companies (Google, Apple, Facebook, Amazon, and Microsoft).
While contentious technology or flamboyant CEOs receive much of the negative attention, Sam Daley of Built In says that "the biggest concern looming overhead seems to be the paucity of women in the digital business."

The road to gender parity in the workplace has been glacially slow across all industries. According to the most recent Women in Leadership study from McKinsey, the little progress that has been accomplished is now in danger.

Women's jobs are suffering at a disproportionately high rate due to "double-shift" duties including childcare, homeschooling, and other difficulties that have been made more difficult by the epidemic.

According to McKinsey data, up to two million women are thinking about quitting their jobs. As a result, there are fewer women in leadership roles today and fewer women who are poised to take on leadership roles in the future.

Why It's Important to Have a Gender Diverse and Inclusive Workplace
A lack of gender diversity and inclusion may have far-reaching negative effects on business, hurting everything from financial performance to consumer insight to collaboration to innovation. Several studies have confirmed the advantages of having more women in leadership roles and on boards, as well as the advantages of implementing policies that support gender diversity and inclusion.

Here is a summary of what the research has revealed:
- Gender Diversity and Inclusion in the Workplace: Why It Matters
- Two times as many inclusive groups will achieve or surpass their financial goals.
- When women are well represented at the top, business profitability and stock performance can increase by over 50%.
- Employee turnover is connected to higher levels of gender diversity in the workforce as well as HR procedures that emphasise gender diversity.
- Teams that are gender diverse and inclusive perform on average 50% better than teams that are gender homogeneous and less inclusive.
- Senior-level women have a good impact on organisational culture, especially when it comes to promoting diversity and inclusion and supporting other women.
- Agile and creative companies are six times more likely to have inclusive cultures.

Delivering impact through diversity

Companies report that materially improving the representation of diverse talent within their ranks, as well as effectively utilising inclusion and diversity as an enabler of business impact, are particularly challenging goals. Despite this, multiple companies worldwide have succeeded in making sizable improvements to inclusion and diversity across their organizations, and they have been reaping tangible benefits for their efforts.

We found that these companies all developed inclusion and diversity (I&D) strategies that reflected their business ethos and priorities, ones that they were strongly committed to. Four imperatives emerged as being crucial:

Articulate and cascade CEO commitment to galvanize the organization: Companies increasingly recognize that commitment to inclusion and diversity starts at the top, with many companies publicly committing to an I&D agenda. Leading companies go further, cascading this commitment throughout their organizations, particularly to middle management. They promote ownership by their core businesses, encourage role modeling, hold their executives and managers to account, and ensure efforts are sufficiently resourced and supported centrally.

Define inclusion and diversity priorities that are based on the drivers of the business-growth strategy: Top-performing companies invest in internal research to understand which specific strategies best support their business-growth priorities. Such strategies include attracting and retaining the right talent and strengthening decision-making capabilities. Leading companies also identify the mix of inherent traits (such as ethnicity) and acquired traits (such as educational background and experience) that are most relevant for their organization, using advanced business and people analytics.

Craft a targeted portfolio of inclusion and diversity initiatives to transform the organization: Leading companies use targeted thinking to prioritize the I&D initiatives in which they invest, and they ensure there is alignment with the overall growth strategy. They recognize the necessity of building an inclusive organizational culture, and they use a combination of "hard" and "soft" wiring to create a coherent

narrative and program that resonates with employees and stakeholders, helping to drive sustainable change.

Tailor the strategy to maximize local impact: Top and rapidly improving companies recognize the need to adapt their approach—to different parts of the business, to various geographies, and to sociocultural contexts.

Paying rigorous attention to all four imperatives (Exhibit 6) helps to ensure that inclusion and diversity will support a company's growth agenda. In our experience, companies tend to fall short on leadership accountability for meeting goals, on building the business case, and on the coherence and prioritization of the resulting action plan.

1.1 Background of the study

People need new ways to think about and talk about diversity. Leaders need new skills to enable equity and inclusion in the workplace. And organizations need scalable ways to ensure that their diversity and inclusion initiatives avoid common mistakes and are solid and sustainable.

At CCL, we use our proprietary REAL™ framework to help companies, communities, and schools understand the dynamics and definition of DEI (diversity, equity, and inclusion) in the workplace, in their particular organization and context — and to identify specific actions they can take to help them drive desired progress around their DEI initiatives.

Introducing REAL™ Framework

At CCL, leadership solutions are created by using our REAL framework to help shift mindsets, behaviors, and practices toward more equitable and inclusive leadership for individuals, teams, and organizations. Specifically, the REAL framework is a 4-step process: 5 Powerful Ways to Take REAL Action on DEI (Diversity, Equity & Inclusion) - REAL Framework

- **Reveal relevant opportunities**
- **Elevate equity**

- **Activate diversity**
- **Lead inclusively**

1. Reveal relevant opportunities

The first step is about discovery — not setting an agenda or duplicating diversity initiatives that seemed effective in other organizations. It involves gaining awareness of the types of diversity within and across groups, and the context in which diversity, equity, and inclusion play out for individuals, teams, and the organization as a whole.

In order to set a direction, create alignment, and generate commitment to DEI initiatives in the workplace or in other types of organizations, top leaders should take the first steps: articulate their individual and collective perspective, identity, values, and culture; consider how experiences of power and privilege may affect their approach and effectiveness — and that of others; and evaluate how dynamics of DEI may affect their marketplace and their business strategy.

By exploring their specific context, senior leaders can engage others in the organization to identify the most relevant opportunities for change, and then select 2-3 strategic actions that will drive the desired results.

2. Elevate equity

When discussing diversity initiatives in the workplace or in other organizations, many professionals reference the term DEI, which stands for Diversity, Equity, and Inclusion. At CCL, this terminology is recognized , but we prefer to shift the order to EDI, placing equity before diversity and inclusion — for a reason.

We may use the terms interchangeably; however, belief is that without equity, efforts to promote diversity and inclusion are laudable, but not sustainable. So, what is equity? Equity is providing all people with fair and contextually appropriate opportunities and resources that are required to attain their full potential.

To make progress on DEI, senior leaders first need to acknowledge societal inequities and recognize that their organization isn't a level playing field.

People enter the world of work and advance through their careers with unevenness of advantage, opportunity, privilege, and power — so what is "fair opportunity" is not the same for everyone. When organizational leaders express their motivation, as well as acknowledge any barriers, for countering inequity; set clear goals toward greater equity; and then take action, they signal a commitment that becomes the foundation of the organization's diversity and inclusion efforts.

3. Activate diversity

Diversity is the collective of differences and similarities that includes individual and organizational characteristics, values, beliefs, experiences, backgrounds, and behaviors.

Activating that diversity is a process that involves recognizing and engaging differences within the employee and customer base. It equips managers and teams to explore the impact of diversity on perspectives, assumptions, and approaches, and identify ways to enhance the contribution of all.

And, it includes defining expectations or metrics and setting clear goals.

4. Lead inclusively

Inclusion requires active, intentional, and ongoing efforts to promote the full participation and sense of belonging of every employee, customer, and strategic partner. It involves policies and practices, but also the ability to envision and enact new ways of leading.

Across levels and functions, leaders need to learn what is now required, interpreting inclusive leadership for their various groups or for different roles. They also need tools, resources, and support as they improve their ability to identify and mitigate bias, respect differences, build empathetic relationships, foster allyship, manage conflict, and bring out the best in others.

1.2 Problem statement

Is there any significant impact of diversity, equity and inclusion on workplace productivity?

1.3 Objective of the study

- To understand the impact of diversity and inclusion on workplace productivity
- To understand whether companies follow a culture of openness and acceptance
- To understand the importance of diversified culture and knowledge at workplace
- To identify additional measures organisations must take to ensure diversity, equity and inclusion in the workplace.

1.4 Scope of the study

1. The goal of this study is to determine how DEI programmes and workplace productivity relate to one another. The purpose of the study is to shed light on how DEI initiatives affect productivity, job satisfaction, and employee engagement. The study focuses on examining how employees in various industries perceive DEI initiatives including diversity training and mentorship programmes, as well as their experiences using these programmes.

2. The study's conclusions have ramifications for businesses looking to boost workplace productivity by giving DEI efforts top priority. The study emphasises the value of developing an inclusive workplace culture and encouraging a more satisfied and engaged staff, which will ultimately result in higher production.

3. The study's focus is restricted to the data gathered from the sample of employees who answered the questionnaire. It is important to recognise that the results might not be generalizable to the full population. However, the study's findings offer insightful information about the connection between DEI activities and workplace productivity, emphasising the significance of prioritising DEI initiatives to encourage a more effective and productive workplace.

LITERATURE REVIEW

To create a successful and productive workplace, DEI is essential. According to research, companies that prioritise DEI typically outperform their competitors, have greater staff retention and engagement rates, and are better equipped to serve a client base that is becoming more and more diverse (Hunt et al., 2018).

Diversity is one of DEI's key components. Diversity is the broad range of individual distinctions within a group of people, including those based on racial or ethnic background, gender, age, religion, or sexual orientation. According to studies (Cox & Blake, 1991; Richard et al., 2004), diversified organisations typically perform better than homogeneous ones. Because they bring a greater variety of perspectives to the table, diverse teams, for instance, are shown to be more innovative and better at problem-solving (Mannix & Neale, 2005).

Likewise, Jackson et al.'s 2003 study discovered that diverse teams can promote better decision-making and increased organisational effectiveness.

However, diversity may not always result in higher output. If variety is not successfully managed, research by Richard et al. (2004) indicated that it can result in conflict and decreased production. In order to achieve beneficial outcomes, it is essential to make sure that diversity is complemented by equity and inclusion.

While inclusion entails fostering a culture that values and respects the contributions of every person, equity refers to the fair and just treatment of every individual. According to a research by Kulik et al. (2007), equity and inclusion are essential elements in ensuring that diversity has favourable results, such as higher production.

Making sure that employees feel valued and supported is one of the essential elements of achieving DEI in the workplace. According to Shore et al.'s (2011) study, DEI can

boost workplace commitment, job satisfaction, and eventually productivity in supportive work contexts.

Leadership is a crucial component in accomplishing DEI. Williams and O'Reilly's (1998) study indicated that by fostering an inclusive atmosphere that celebrates and capitalises on diversity, leaders who prioritise DEI can have a positive impact on workplace productivity. In a similar vein, a study by Nielsen et al. (2017) discovered that inclusive leadership can boost team productivity and creativity.

Additionally, a key factor in establishing DEI and raising employee productivity is organisational culture. A culture of inclusion that appreciates diversity and supports equity, according to research by Nishii and Mayer (2009), can boost innovation, creativity, and overall productivity. Similar findings were made by Cox and Blake in their 1991 study, which showed that an organisational culture that values diversity and inclusion can boost staff members' commitment and loyalty.

The final step in establishing DEI and enhancing workplace productivity is communication. According to a research by Cox et al. (1991), good communication can foster inclusion by fostering a shared knowledge of diversity-related issues. Similar to this, a 2008 study by Jehn et al. discovered that open communication can result in improved dispute resolution and, eventually, higher productivity.

According to Schneider and Northcraft's (1999) research, varied workgroups may be more adept at decision-making and problem-solving than homogeneous ones, which could boost productivity. This discovery, however, is dependent on the group's management and culture being inclusive.

According to a Bell et al. (2002) study, diverse teams may solve problems more successfully when they are committed to cooperating and have a shared understanding of one another's points of view. In a similar vein, research by Watson et al. (2009) indicated that intergroup connections play a key role in how innovative diverse teams are.

Leading management consulting company Bain and Company has done a lot of study on the effects of diversity, equity, and inclusion (DEI) in the workplace. They highlight the commercial case for DEI in their report, "Time for Change: Accelerating DEI in the Workplace," and they provide advice on how businesses may effect real change.

The research focuses on the fact that DEI is both a moral and a business imperative. By attracting and keeping top talent, strengthening creativity and decision-making, and improving their reputation with clients and stakeholders, businesses that prioritise DEI can achieve a competitive edge.

Research on the effects of Diversity, Equity, and Inclusion (DEI) in the workplace is frequently produced by McKinsey & Company. One of their most recent studies, "The Future of Work: Reimagining Work to Drive Growth," examines how businesses may create more diverse and resilient workplaces in the face of economic instability and technological upheaval.

The importance of DEI in building more resilient organisations is emphasised in the report. Businesses that place a high priority on DEI are better able to navigate change and uncertainty by drawing from the different backgrounds and experiences of their workforce.

One important finding of the study is that the COVID-19 epidemic has brought more attention to the necessity for DEI in the workplace. The pandemic has exposed preexisting disparities in the workforce and has disproportionately impacted underrepresented groups including women and people of colour.

RESEARCH METHODOLOGY

Investigating how diversity, equality, and inclusion (DEI) affect workplace productivity is the goal of this study. The research methodology will use a primary research strategy to gather information from an 85-person sample size using a Google Forms survey questionnaire. The Indian working context will be the main subject of the study.

3.1 Research Design

A survey questionnaire will be used to collect data as part of the study's quantitative research strategy. The purpose of the survey questionnaire is to gather data on how respondents perceive DEI at their jobs and how it affects their productivity. The sample population will receive the questionnaire using Google Forms.

3.2 Sampling Method

85 people will comprise the sample size for this study. Purposive sampling will be used to choose the participants. Participants would be chosen based on their present employment status in Indian workplaces. To provide a broad sample, participants from various industries and sectors will be included.

3.3 Data Collection

An online survey questionnaire will be used to collect the research's data. The questionnaire will be made to collect information on the following topics:

- Demographic information
- Workplace diversity, equity, and inclusion practices
- Perceived impact of diversity, equity, and inclusion on workplace productivity
- Employee engagement and job satisfaction levels
- Suggestions for improving diversity, equity, and inclusion practices

To guarantee clarity and validity, the questionnaire will be pretested on a limited number of people. The sample population will receive the last questionnaire via Google Forms.

3.4 Data Analysis

With the use of descriptive statistics like mean, median, and mode, the gathered data will be examined. Statistical software will be used to analyse the responses, and tables, graphs, and charts will be used to illustrate the findings. The relationship between workplace diversity, equity, and inclusion practises and productivity will also be examined through a correlation study.

3.5 Ethical Considerations

This study will adhere to ethical standards for research, which include getting participants' informed consent, guarding their privacy, and maintaining confidentiality. Participants will be made aware of the study's objectives and their freedom to discontinue participation at any time. The information gathered will be kept private and used only for research purposes.

3.6 Limitations

The study has some constraints. The research's conclusions might not be applicable to other situations because it primarily focuses on the Indian workplace. Second, the sample size is tiny, thus it's possible that the findings can't be applied to the total population. Last but not least, the study uses self-reported data, which could be biassed by responses.
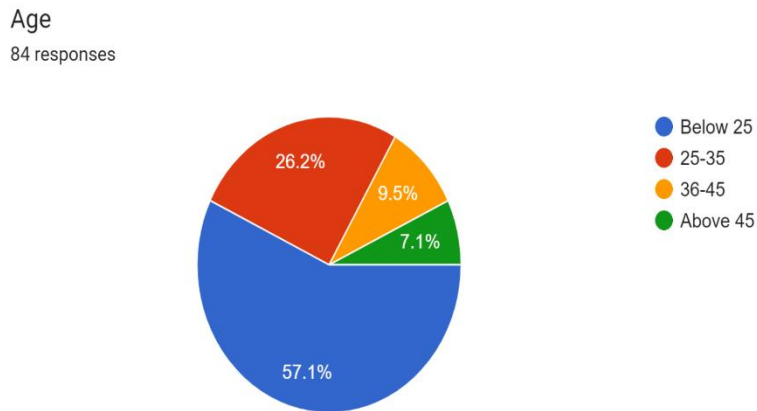
3.7 Conclusion

In conclusion, the research technique for this study uses a quantitative strategy to gather data from a sample size of 88 individuals utilising a Google Forms survey form. The purpose of the study is to look into how inclusion, equity, and diversity affect workplace productivity. Both descriptive statistics and correlation analysis will be used to examine the data that has been gathered. The results of this study will

provide light on how businesses should support inclusion, equity, and diversity in order to increase productivity.

DATA ANALYSIS

Descriptive statistics, such as measures of central tendency, such as mean, median, and mode, will be used to analyse the data obtained through the Google Forms survey. Statistical analysis software will be used to enter the replies and find patterns, trends, and correlations between the different variables. To make it simpler to analyse and comprehend the findings, the data analysis results will be provided in simple-to-understand formats such tables, graphs, and charts.
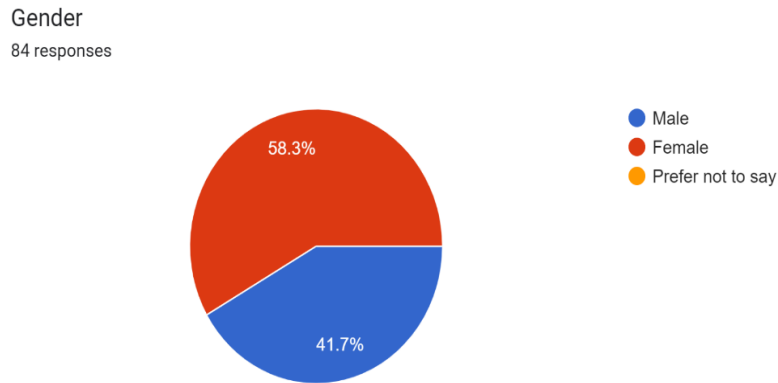
Fig. 4.1

Age
84 responses

Below 25
25-35
36-45
Above 45

26.2%
9.5%
7.1%
57.1%

Source: Self Creation

1. To assess the diversity and inclusion practices in organizations among different age groups of the working population. Results showed that 57.1% of the respondents belonged to the age group of years below 25, which represents the younger population, while 26.2 % of the respondents were in the age group of 25-35 years, which represents those at the pinnacle of their career.
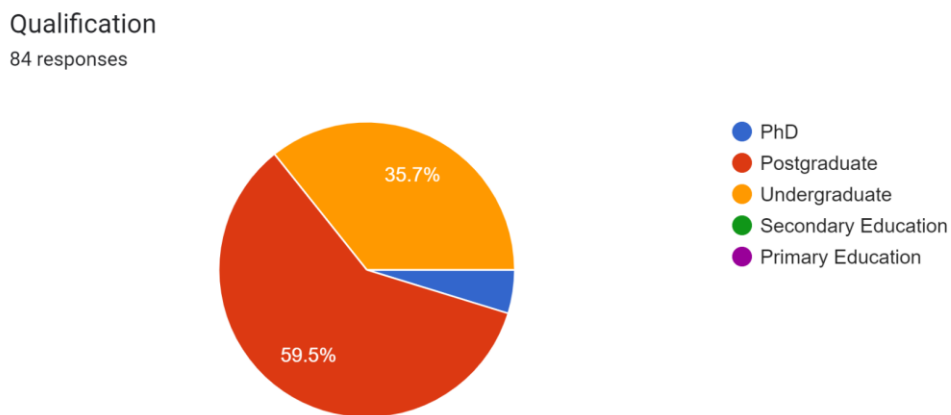
Fig 4. 2

Gender
84 responses

- Male
- Female
- Prefer not to say

58.3%

41.7%

Source: Self Creation

2. Of total respondents, 58.3% were Female, and 41.3% were Male.

Fig 4. 3

Qualification
84 responses

- PhD
- Postgraduate
- Undergraduate
- Secondary Education
- Primary Education
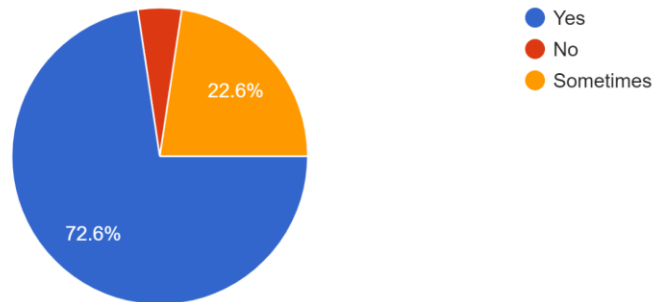
35.7%

59.5%

Source: Self Creation

3. To assess the diversity and inclusion practices in organizations among different age groups of the working population. Results showed that 59.5% of the respondents were postgraduate. 35.7% of , which represents the younger population, while 26.2 % of the respondents were in the age group of 25-35 years, which represents those at the pinnacle of their career.

In order to understand the perception and develop an understanding of practices in different organisations, several questions were asked:

Fig 4. 4

Does your firm provide an environment for the free and open expression of ideas, opinions and beliefs?
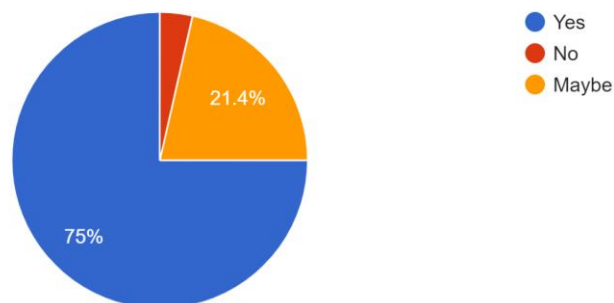
84 responses

- Yes
- No
- Sometimes

22.6%

72.6%

4. Upon being asked whether their organization provided an environment for the free and open expression of ideas, opinions and beliefs, 72.6% of the respondents rated their YES, which indicates high freedom of expression in their firm. However, a 22.6% of the respondents believed that showing lesser freedom of expression at their firm.

Fig 4. 5

Does your organisation hire people from diverse cultures, religions and ethnical backgrounds?
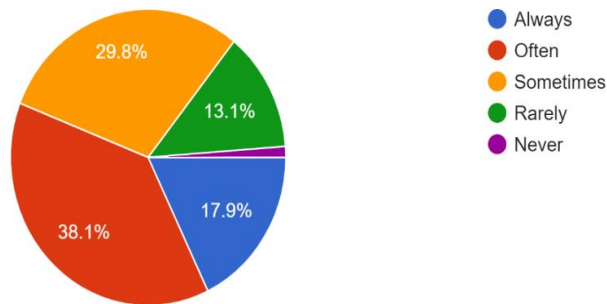
84 responses

- Yes
- No
- Maybe

21.4%

75%

5. The survey participants were asked whether their organization **recruited individuals from varied cultural, religious, and ethnic backgrounds.** It was observed that approximately 75% of the respondents answered affirmatively, indicating that their

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organizations did recruit diverse candidates. However, nearly 21.4% of the participants were either not aware of their company's recruitment practices or answered negatively, suggesting that their organizations did not recruit from diverse backgrounds.

Fig 4. 6

Does your organisation publicly communicate information about Diversity and inclusion goals?
84 responses

Source: Self Creation

6. The survey asked the participants about the frequency with which their organizations communicate their diversity and inclusion goals publicly. About 38% of the respondents gave varying answers, indicating that their organizations often communicate their D&I goals to the employees.

Fig 4. 7

What additional measures could your organization take to promote a more diverse, inclusive, and equitable workplace, and ultimately increase productivity?
85 responses
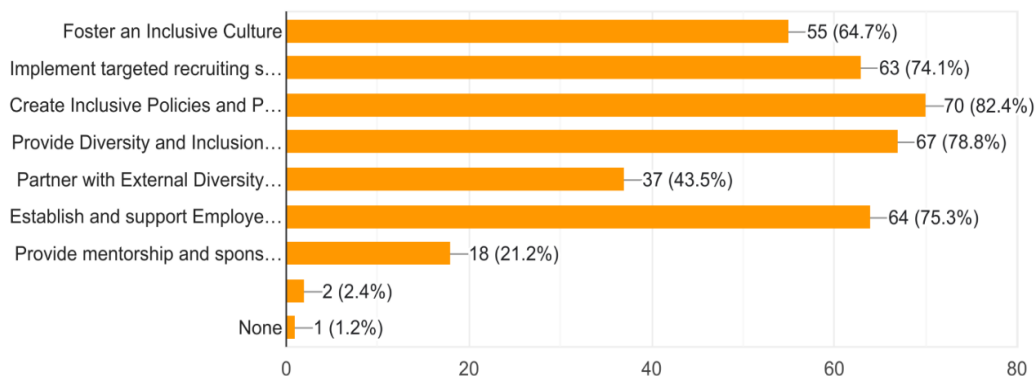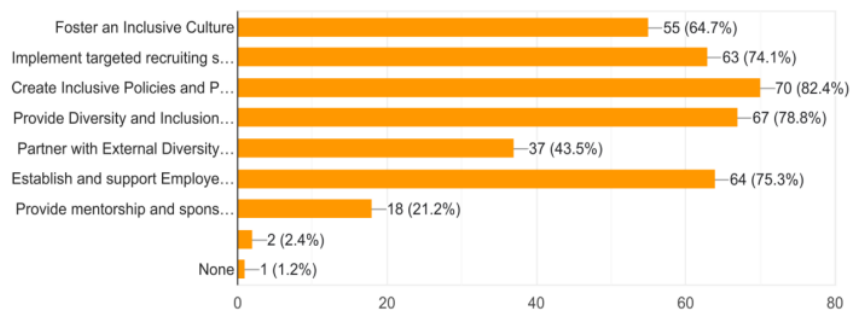
Source: Self Creation

The participants were asked if they want to suggest some measures that their organisations could take in order to promote more diverse, inclusive and equitable workplace and as per the responses, creating Inclusive Policies and practices could be the most effective and important factor that people think their organisation must focus on followed by giving diversity and inclusion training and implementing targeted recruiting strategies.

1. Creating Inclusive Policies and practices
2. Giving diversity and inclusion training
3. Implementing targeted recruiting strategies
4. Establish and support Employee Resource Groups (ERGs)

Table 4. 1

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.706
Bartlett's Test of Sphericity	Approx. Chi-Square	89.623
	df	28
	Sig.	.000

Source: Self Creation

The KMO measure assesses the degree to which each variable is related to the others in the dataset, and is a measure of sampling adequacy. The KMO value ranges from 0 to 1, with values closer to 1 indicating that the data are well-suited for factor analysis. In general, a KMO value of 0.6 or higher is considered acceptable. So here we can see that the KMO value for this dataset is 0.70 which suggest that data is well suited for Factor analysis.

Bartlett's test of sphericity tests the null hypothesis that the correlation matrix is an identity matrix, which would indicate that the variables are unrelated to each other. A significant result (indicated by a p-value less than .05) suggests that the correlation matrix is not an identity matrix, and therefore the data are suitable for factor analysis.

The KMO and Bartlett's test table provides information about the suitability of the data for factor analysis. A KMO value of 0.6 or higher and a significant Bartlett's test suggest that the data are appropriate for factor analysis.

Table 4. 2

Communalities		
	Initial	Extraction
Inclusive policies and practices	1.000	.360
Collaborative and inclusive decision-making	1.000	.445
Partnerships and community engagement	1.000	.430
Employee resource groups	1.000	.574
Employee training and development	1.000	.544
Regular DEI assessments and reporting	1.000	.617
Partnerships with diverse organizations and suppliers	1.000	.331
Inclusive recruitment and hiring practices	1.000	.554
Extraction Method: Principal Component Analysis.		

Source: Self Creation

Communalities: This table shows the amount of variance in each variable that is accounted for by all of the factors together. A high communality value indicates that the variable is well-represented by the factors.

Eigenvalues: This table shows the eigenvalues of each factor, which represent the amount of variance accounted for by that factor. In general, factors with eigenvalues greater than 1 are significant. As we can see in the results above, the eigenvalue for Regular DEI assessment and reporting is 0.617 which is highest followed by Employee resource groups which has eigen value 0.574 and Employee training and development with eigenvalue of 0.544. Therefore, we can say that these are the factors that have a significant impact on workplace productivity.

Table 4. 3

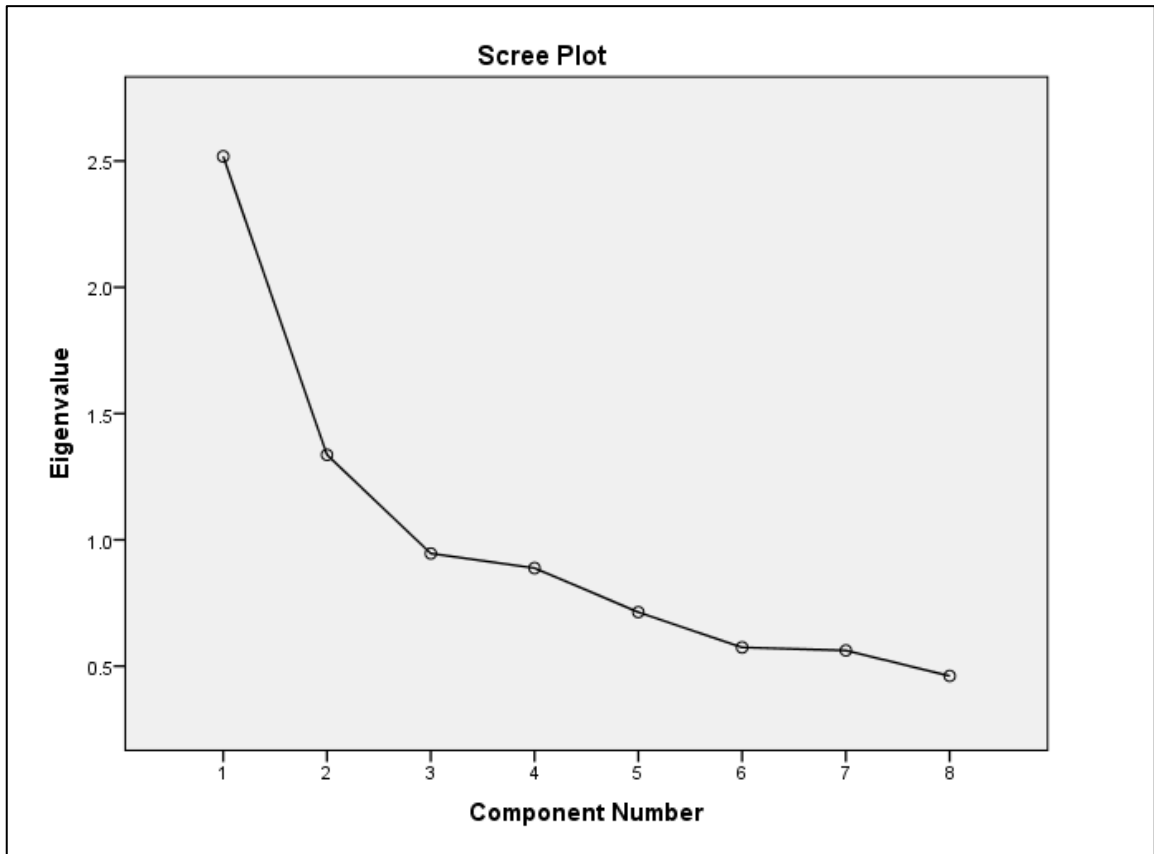| Total Variance Explained						
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.518	31.478	31.478	2.518	31.478	31.478
2	1.337	16.710	48.187	1.337	16.710	48.187
3	.946	11.825	60.012			
4	.888	11.102	71.114			
5	.714	8.922	80.036			
6	.574	7.175	87.211			
7	.562	7.025	94.236			
8	.461	5.764	100.000			

Extraction Method: Principal Component Analysis.

Total Variance Explained: This table shows the amount of variance in the original variables that is accounted for by each factor. It will typically include eigenvalues (the amount of variance explained by each factor) and the percentage of variance explained by each factor. In this case, PC1 has an eigenvalue of 2.518, which explains the most variance in the data, and PC2 has an eigenvalue of 1.337, which explains additional, but less variance compared to PC1.

To interpret this result, we can say that the two retained principal components explain a total of 3.855 units of variance in the original data. This is useful information because it indicates how much information is captured by the principal components and how much of the variation in the original data can be explained by them.

In practice, the Total Variance Explained can be used to determine the number of principal components to retain. We might think about keeping more principle components to capture more of the variety in the data, for instance, if the Total Variance Explained for the first two principal components is relatively low. On the other side, if the Total Variance Explained is high, we can draw the conclusion that the first main components already account for the majority of the data's variation and that no further components are required.

Fig 4.8

Scree Plot: The eigenvalues for each factor are displayed in this figure in decreasing order. The ideal number of elements to keep can be calculated using the plot's "elbow". The scree plot in this instance reveals the existence of two major components with eigenvalues greater than 1. With an eigenvalue of 2.518, the first principal component (PC1) explains the majority of the data variation. The second principal component (PC2) has an eigenvalue of 1.337, indicating that it explains less variance than PC1 but still contains valuable information.

According to the Kaiser rule, which suggests retaining principal components with eigenvalues greater than 1, both PC1 and PC2 should be retained. This means that both components contain significant information about the original data and can be used for further analysis or modelling. The interpretation of the scree plot and Kaiser rule suggests that two principal components should be retained, with PC1 explaining the most variance and PC2 containing valuable information as well.

Table 4. 4

Component Matrix[a]		
	Component	
	1	2
Regular DEI assessments and reporting	.706	.345
Employee training and development	.660	-.329
Inclusive policies and practices	.600	-.002
Inclusive recruitment and hiring practices	.531	.521
Partnerships and community engagement	.513	-.408
Partnerships with diverse organizations and suppliers	.509	-.268
Collaborative and inclusive decision-making	.493	-.450
Employee resource groups	.421	.630
Extraction Method: Principal Component Analysis.		
a. 2 components extracted.		

Source: Self Creation

Component Matrix: The component matrix is an output table in factor analysis that displays the correlations between the original variables and the extracted factors. Each column represents a factor, and each row represents a variable. The values in the table are the factor loadings, which indicate the strength and direction of the relationship between each variable and each factor.

The eigenvalues represent the amount of variance explained by each principal component in a factor analysis. In this case, the Regular DEI assessment and reporting component has the highest eigenvalue of 0.617, followed by Employee resource groups with an eigenvalue of 0.574, and Employee training and development with an eigenvalue of 0.544.
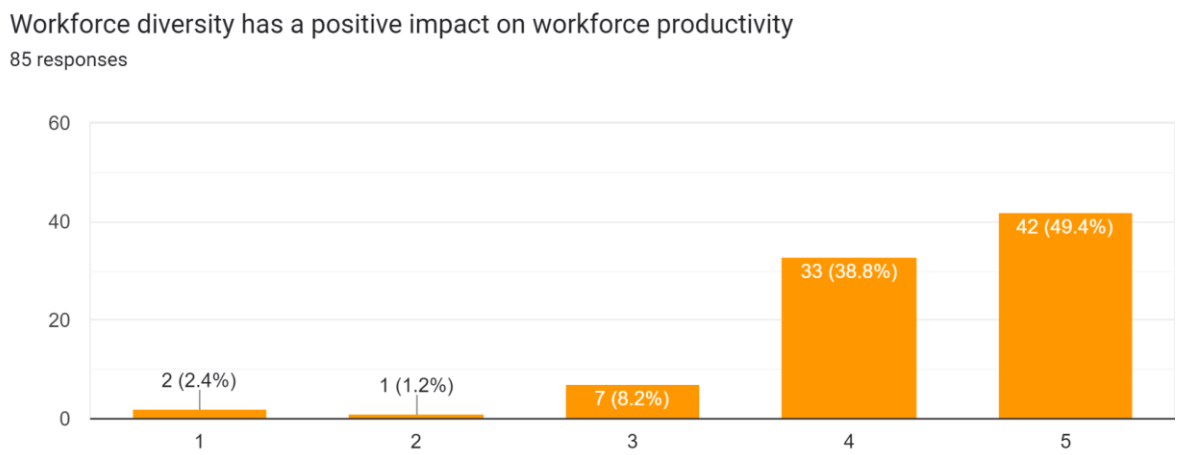
Information about the interaction between the variables and the primary components is provided by the component matrix. It demonstrates the relationship between each variable and each primary component in detail.

The Regular DEI assessment and reporting variable has the strongest correlation with the first principal component, which accounts for the most variance in the data, according to our interpretation of the eigenvalues and component matrix. Employee training and development has the strongest correlation with the third principle

component, and Employee resource groups has the strongest correlation with the second principal component.

This information can be helpful in determining the analysis's most crucial variables and in deciphering the underlying data structure. For additional analysis or modelling, it can also be used to create new variables or composite scores based on the principal components.

Fig. 4.9

Workforce diversity has a positive impact on workforce productivity
85 responses

The claim that "Workforce diversity has a positive impact on workforce productivity" probably appeared in a survey or poll where participants were asked to rate how strongly they agreed or disagreed with the assertion. 49.4% of all survey participants who responded strongly agreed with the statement. Additionally, we can report that almost 82% of respondents concur that workplace diversity increases productivity. This shows that a sizable majority of the respondents are aware of the beneficial effects that diversity can have on workplace efficiency. It's crucial to remember that the survey's findings only reflect the thoughts of individuals who took part in it, and they might not accurately reflect the views of the general public.

The context of the survey and the sample population may also have an impact on how the results are interpreted. The results may be given greater weight if the poll was performed among a broad group of employees from different industries rather than a more homogeneous group of respondents. Overall, the data indicate that a sizeable proportion of respondents agree that a diverse workforce increases productivity.

4.1 Limitations of the study

To assure the calibre of research, it is essential to recognise and resolve the constraints of a study because they can undermine its validity and reliability. The study in this instance contains various shortcomings that can be fixed in other studies.

First off, the study's sample size was relatively small, which could have increased the margin of error and reduced the results' representativeness. Future study can employ a bigger sample size to improve the accuracy of the data collected. A larger sample size can give a more accurate picture of the population and make it easier to identify trends that are more important.

Second, there were more female respondents than male respondents in the survey. This could affect the study's findings, hence it is crucial that both genders are well represented in the sample to improve the generalizability of the findings. Future research can utilise stratified sampling strategies to guarantee an equal representation of all genders in the sample to alleviate this restriction.

As a result, the study's reach and capacity to offer insights into other industries were constrained. Future research can recruit participants from diverse businesses to broaden the study's focus and improve its relevance to a larger population.

Future study in this field has a lot of potential, despite these drawbacks. Research might, for instance, look into how various workplace rules and procedures affect a worker's sense of acceptance and community. The impact of organisational culture on employee acceptance and belonging as well as the role of leadership in promoting an inclusive workplace are other topics that can be covered. Future studies could also

examine the effects of diversity and inclusion training initiatives on the sense of acceptance and belonging among employees.

Despite certain limitations in the current study, there is definitely need for more research in this field. Future study can provide invaluable insights into fostering acceptance and belonging in the workplace by addressing these constraints in order to strengthen the reliability and validity of the results.

4.2 Findings and recommendations

Promoting a diverse and equitable workplace necessitates the development of inclusive policies and practises. Organisations must place a high priority on comprehending the needs and experiences of underrepresented groups in their workforce if they are to achieve this. It is important to create policies that support fairness and give each employee equal access to opportunities and resources. All personnel must receive training and education in order for policies to be followed and understood. Organisations should promote inclusion and diversity at all levels, especially in the leadership teams they choose and in their hiring procedures. Regular evaluation and revision of policies is required to guarantee their viability and applicability.

Increased productivity, a more favourable work atmosphere, and better employee retention are all benefits of inclusive policies and practises. Such regulations ought to be geared towards advancing equality, diversity, and respect at work. To do this, policies must be developed that address problems including discrimination, harassment, and unconscious bias. Work-life balance, flexible scheduling, and accommodations for employees with disabilities should all be encouraged by inclusive policies. Organisations may foster a diverse culture where all workers feel respected, encouraged, and empowered by putting inclusivity first. Employees gain from this, and it also helps the business succeed and expand.

Creating inclusive policies and practices is essential for promoting a diverse and equitable workplacePositive workplace environments, better employee retention, and higher productivity are all benefits of inclusive policies and practises. These regulations ought to emphasise fostering equality, diversity, and respect at work. This

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entails developing regulations that deal with concerns like prejudice, harassment, and discrimination. Additionally, inclusive policies ought to support flexible scheduling, work-life balance, and accommodations for people with impairments. Businesses can foster a diverse workplace culture where all employees feel appreciated, encouraged, and empowered by putting inclusivity first. Employees gain from this, and the success and expansion of the company are also aided.

The improvement of the working environment, better employee retention, and increased productivity are all facilitated by inclusive policies and practises. Respect, diversity, and equality in the workplace should be the main objectives of such policies. In order to do this, rules that deal with concerns like discrimination, harassment, and unconscious prejudice must be developed. Flexible scheduling, work-life balance, and accommodations for employees with disabilities should all be encouraged by inclusive policies. Businesses may foster a diverse culture where all employees feel appreciated, encouraged, and empowered by placing a high priority on inclusivity. Employees gain from this, and the company as a whole grows and succeeds as a result.

Giving diversity and inclusion training is an effective way to promote a more inclusive and respectful workplace. The purpose of this type of training is to give staff members the knowledge and skills necessary to foster a workplace that is more inclusive and equitable while also raising their awareness of and comprehension of diversity and inclusion concerns.

Unconscious bias, microaggressions, cultural competence, and communication skills should all be covered in the training. Employees should have the chance to ask questions and share their personal experiences via interactive, interesting training sessions.

It's crucial to make sure that the training is customised to meet the unique needs of the business and its personnel. This entails taking into account elements including the organization's mission, beliefs, and goals, as well as the makeup of its workforce.

All staff members, including the leadership teams, should receive the training to make sure that everyone is on the same page about diversity and inclusion. In order to

guarantee that staff members are consistently learning about and expanding their awareness of diversity and inclusion issues, the training should also be provided on a regular basis.

In the end, diversity and inclusion training can contribute to the development of an inclusive and respectful workplace culture where all staff members can feel appreciated and supported and collaborate to accomplish shared objectives.

Implementing targeted recruiting strategies is an effective way to attract a more diverse pool of candidates and promote a more inclusive workplace. Developing recruitment techniques that are specifically targeted at underrepresented groups in your workforce or business requires targeted recruiting strategies.

Partnering with organisations that support underrepresented populations or diverse communities is a successful strategy. Professional associations, neighbourhood associations, or job boards with a diversity focus may fall under this category. You can access their networks and a larger pool of prospects by forming connections with these organisations.

Utilising inclusive language and images in job advertising and marketing materials is another tactic. This entails utilising terminology that is gender-neutral, refraining from using language that can be discriminatory or exclusive, and featuring diverse staff in your marketing materials.

Prioritising diversity in the hiring process itself is also crucial. This entails making sure that recruiting panels are diverse and representative and that the emphasis during the hiring process is on skills and qualifications as opposed to arbitrary elements like "fit" or "culture."

Finally, it's critical to monitor and assess the effectiveness of your focused hiring methods. This entails establishing objectives and measurements, such as the proportion of diverse applicants and employees, and routinely assessing the efficacy of your methods.

Employing targeted recruiting tactics can help businesses attract a more diverse and inclusive workforce, which can boost productivity, spur more creative thinking, and foster a more pleasant workplace culture.

CONCLUSION

DEI (Diversity, Equity, and Inclusion) programmes have been found to positively affect workplace efficiency, according to this study's findings. According to the literature research and analysis of the survey data, businesses that implement DEI projects have more productive and engaged employees, which boosts output and increases profitability.

There is still a need to raise awareness of and promote DEI, despite the increasing adoption of DEI programmes in organisations. According to the survey results, some respondents continue to believe that their organisations are not as supportive of DEI as some others. In order to persuade more organisations to embrace and carry out these projects, more efforts must be made to inform and sensitise individuals about the advantages of DEI.

It is obvious that DEI activities are essential in today's diverse workplaces, and companies who implement DEI are better positioned to succeed over the long term. Given the globalisation of business and the expanding diversity of the workforce, it is imperative to create an inclusive workplace that values and respects the distinctions among its employees.

Organisations can start by developing a more inclusive culture that values cooperation, open communication, and respect for one another in order to advance DEI. To assist staff in understanding and appreciating various viewpoints and experiences, they can also offer training and development programmes with a diversity and inclusion theme.

Additionally, businesses can create metrics to monitor and assess the success of their DEI programmes, such as diverse employee recruitment and retention rates, promotion rates, and employee satisfaction. Organisations will be able to take corrective action by using this information to identify gaps and potential improvement areas in their DEI activities.

In conclusion, organisations should keep promoting and implementing DEI initiatives because they have a good effect on workplace productivity. However, more work must be done to educate individuals about the advantages of DEI and increase their awareness of them, and businesses must take decisive action to design and implement successful DEI programmes. Organisations may achieve this by fostering a diverse and inclusive workplace that appreciates and respects its workers, which will increase employee engagement and productivity and boost overall organisational performance.

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by Sonali S

Project Dissertation Report

on

Impact of Diversity, Equity and Inclusion (DEI)
On Workplace Productivity

Submitted by

Sonali

2K21/DMBA/127

Under the guidance of

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CERTIFICATE

This is to certify that Sonali 2K21/DMBA/127 has submitted the Major Research Project titled IMPACT OF DIVERSITY, EQUITY AND INCLUSION (DEI) ON WORKPLACE PRODUCTIVITY in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (MBA) from Delhi School of Management, Delhi Technological University, New Delhi during the academic year 2022-23.

DR. ABHINAV CHOUDHARY   DR ARCHANA SINGH

ASSISTANT PROFESSOR   HOD

i

DECLARATION

I, Sonali, student of Delhi School of Management, Delhi Technological University hereby declare that the Major Research Project on 'Impact of diversity, equity and inclusion (DEI) on workplace productivity' submitted in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (MBA) is the original work conducted by me. I also confirm that neither I nor any other person has submitted this project report to any other institution or university for any other degree or diploma. I further declare that the information collected from various sources has been duly acknowledged in this project.

SONALI
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EXECUTIVE SUMMARY

The importance of diversity, equity, and inclusion (DEI) efforts has grown in the workplace as more companies see the advantages of an inclusive and varied workforce. This study uses questionnaire data to examine how DEI initiatives and workplace productivity relate to one another.

The study examined employee perceptions of DEI initiatives, employee engagement, job happiness, and productivity through responses from a sample of workers from different industries. The study's findings point to a link between DEI programmes and increased workplace productivity. Businesses that put a high priority on DEI projects typically have more engaged and contented workers, which increases productivity. Employees who believe their employer places a high priority on DEI efforts also tend to see their work more favourably and report feeling more satisfied with their jobs.

The study's findings also suggest that particular DEI programmes, including diversity mentoring and training, benefit workplace productivity. Participating employees report greater levels of engagement and job satisfaction as well as higher levels of productivity.

Overall, this study emphasises the significance of putting DEI efforts into practise in order to create a workplace that is more effective and productive. Businesses may promote a more engaged and contented staff by prioritising DEI activities and fostering an inclusive culture, which will ultimately enhance productivity. These findings highlight the significance of giving DEI efforts in the workplace top priority and have major implications for organisations looking to increase workplace efficiency.

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INTRODUCTION

DEI (diversity, equality, and inclusion) are now crucial elements of a productive workplace. People from all cultures, origins, and experiences work side by side in the workforce today, which is more varied than ever before. Workplaces that are inclusive and varied encourage innovation, creativity, and better decision-making, all of which eventually boost productivity.

Furthermore, the benefits of DEI initiatives extend beyond just diversity and inclusion. DEI initiatives can have a positive impact on workplace productivity. Employees who perceive their company as prioritizing DEI initiatives tend to have higher levels of job satisfaction and engagement, which can lead to increased productivity. Moreover, specific DEI initiatives, such as diversity training and mentorship programs, can have a positive impact on workplace productivity.

Organizations that prioritize DEI initiatives and create a culture of inclusivity can attract and retain diverse talent, foster innovation, and improve their bottom line. However, the relationship between DEI initiatives and workplace productivity is relatively underexplored. Therefore, further research is needed to examine the impact of DEI initiatives on workplace productivity and to determine the most effective ways to implement DEI initiatives in the workplace.

Particularly in the computer industry, where employment of women and people of colour continues to lag behind the rest of the labour market, diversity and inclusion have been persistent issues. Just approximately 34% of women work for the GAFAM group of companies (Google, Apple, Facebook, Amazon, and Microsoft).
While contentious technology or flamboyant CEOs receive much of the negative attention, Sam Daley of Built In says that "the biggest concern looming overhead seems to be the paucity of women in the digital business."

1

The road to gender parity in the workplace has been glacially slow across all industries. According to the most recent Women in Leadership study from McKinsey, the little progress that has been accomplished is now in danger.

Women's jobs are suffering at a disproportionately high rate due to "double-shift" duties including childcare, homeschooling, and other difficulties that have been made more difficult by the epidemic.

According to McKinsey data, up to two million women are thinking about quitting their jobs. As a result, there are fewer women in leadership roles today and fewer women who are poised to take on leadership roles in the future.

Why It's Important to Have a Gender Diverse and Inclusive Workplace
A lack of gender diversity and inclusion may have far-reaching negative effects on business, hurting everything from financial performance to consumer insight to collaboration to innovation. Several studies have confirmed the advantages of having more women in leadership roles and on boards, as well as the advantages of implementing policies that support gender diversity and inclusion.

Here is a summary of what the research has revealed:
- Gender Diversity and Inclusion in the Workplace: Why It Matters
- Two times as many inclusive groups will achieve or surpass their financial goals.
- When women are well represented at the top, business profitability and stock performance can increase by over 50%.
- Employee turnover is connected to higher levels of gender diversity in the workforce as well as HR procedures that emphasise gender diversity.
- Teams that are gender diverse and inclusive perform on average 50% better than teams that are gender homogeneous and less inclusive.
- Senior-level women have a good impact on organisational culture, especially when it comes to promoting diversity and inclusion and supporting other women.
- Agile and creative companies are six times more likely to have inclusive cultures.

Delivering impact through diversity

Companies report that materially improving the representation of diverse talent within their ranks, as well as effectively utilising inclusion and diversity as an enabler of business impact, are particularly challenging goals. Despite this, multiple companies worldwide have succeeded in making sizable improvements to inclusion and diversity across their organizations, and they have been reaping tangible benefits for their efforts.

We found that these companies all developed inclusion and diversity (I&D) strategies that reflected their business ethos and priorities, ones that they were strongly committed to. Four imperatives emerged as being crucial:

Articulate and cascade CEO commitment to galvanize the organization: Companies increasingly recognize that commitment to inclusion and diversity starts at the top, with many companies publicly committing to an I&D agenda. Leading companies go further, cascading this commitment throughout their organizations, particularly to middle management. They promote ownership by their core businesses, encourage role modeling, hold their executives and managers to account, and ensure efforts are sufficiently resourced and supported centrally.

Define inclusion and diversity priorities that are based on the drivers of the business-growth strategy: Top-performing companies invest in internal research to understand which specific strategies best support their business-growth priorities. Such strategies include attracting and retaining the right talent and strengthening decision-making capabilities. Leading companies also identify the mix of inherent traits (such as ethnicity) and acquired traits (such as educational background and experience) that are most relevant for their organization, using advanced business and people analytics.

Craft a targeted portfolio of inclusion and diversity initiatives to transform the organization: Leading companies use targeted thinking to prioritize the I&D initiatives in which they invest, and they ensure there is alignment with the overall growth strategy. They recognize the necessity of building an inclusive organizational culture, and they use a combination of "hard" and "soft" wiring to create a coherent

narrative and program that resonates with employees and stakeholders, helping to drive sustainable change.

Tailor the strategy to maximize local impact: Top and rapidly improving companies recognize the need to adapt their approach—to different parts of the business, to various geographies, and to sociocultural contexts.

Paying rigorous attention to all four imperatives (Exhibit 6) helps to ensure that inclusion and diversity will support a company's growth agenda. In our experience, companies tend to fall short on leadership accountability for meeting goals, on building the business case, and on the coherence and prioritization of the resulting action plan.

1.1 Background of the study

People need new ways to think about and talk about diversity. Leaders need new skills to enable equity and inclusion in the workplace. And organizations need scalable ways to ensure that their diversity and inclusion initiatives avoid common mistakes and are solid and sustainable.

At CCL, we use our proprietary REAL™ framework to help companies, communities, and schools understand the dynamics and definition of DEI (diversity, equity, and inclusion) in the workplace, in their particular organization and context — and to identify specific actions they can take to help them drive desired progress around their DEI initiatives.

Introducing REAL™ Framework

At CCL, leadership solutions are created by using our REAL framework to help shift mindsets, behaviors, and practices toward more equitable and inclusive leadership for individuals, teams, and organizations. Specifically, the REAL framework is a 4-step process: 5 Powerful Ways to Take REAL Action on DEI (Diversity, Equity & Inclusion) - REAL Framework

- **Reveal relevant opportunities**
- **Elevate equity**

4

- **Activate diversity**
- **Lead inclusively**

1. Reveal relevant opportunities

The first step is about discovery — not setting an agenda or duplicating diversity initiatives that seemed effective in other organizations. It involves gaining awareness of the types of diversity within and across groups, and the context in which diversity, equity, and inclusion play out for individuals, teams, and the organization as a whole.

In order to set a direction, create alignment, and generate commitment to DEI initiatives in the workplace or in other types of organizations, top leaders should take the first steps: articulate their individual and collective perspective, identity, values, and culture; consider how experiences of power and privilege may affect their approach and effectiveness — and that of others; and evaluate how dynamics of DEI may affect their marketplace and their business strategy.

By exploring their specific context, senior leaders can engage others in the organization to identify the most relevant opportunities for change, and then select 2-3 strategic actions that will drive the desired results.

2. Elevate equity

When discussing diversity initiatives in the workplace or in other organizations, many professionals reference the term DEI, which stands for Diversity, Equity, and Inclusion. At CCL, this terminology is recognized , but we prefer to shift the order to EDI, placing equity before diversity and inclusion — for a reason.

We may use the terms interchangeably; however, belief is that without equity, efforts to promote diversity and inclusion are laudable, but not sustainable. So, what is equity? Equity is providing all people with fair and contextually appropriate opportunities and resources that are required to attain their full potential.

To make progress on DEI, senior leaders first need to acknowledge societal inequities and recognize that their organization isn't a level playing field.

People enter the world of work and advance through their careers with unevenness of advantage, opportunity, privilege, and power — so what is "fair opportunity" is not the same for everyone. When organizational leaders express their motivation, as well as acknowledge any barriers, for countering inequity; set clear goals toward greater equity; and then take action, they signal a commitment that becomes the foundation of the organization's diversity and inclusion efforts.

3. Activate diversity

Diversity is the collective of differences and similarities that includes individual and organizational characteristics, values, beliefs, experiences, backgrounds, and behaviors.

Activating that diversity is a process that involves recognizing and engaging differences within the employee and customer base. It equips managers and teams to explore the impact of diversity on perspectives, assumptions, and approaches, and identify ways to enhance the contribution of all.

And, it includes defining expectations or metrics and setting clear goals.

4. Lead inclusively

Inclusion requires active, intentional, and ongoing efforts to promote the full participation and sense of belonging of every employee, customer, and strategic partner. It involves policies and practices, but also the ability to envision and enact new ways of leading.

Across levels and functions, leaders need to learn what is now required, interpreting inclusive leadership for their various groups or for different roles. They also need tools, resources, and support as they improve their ability to identify and mitigate bias, respect differences, build empathetic relationships, foster allyship, manage conflict, and bring out the best in others.

1.2 Problem statement

Is there any significant impact of diversity, equity and inclusion on workplace productivity?

1.3 Objective of the study

- To understand the impact of diversity and inclusion on workplace productivity
- To understand whether companies follow a culture of openness and acceptance
- To understand the importance of diversified culture and knowledge at workplace
- To identify additional measures organisations must take to ensure diversity, equity and inclusion in the workplace.

1.4 Scope of the study

1. The goal of this study is to determine how DEI programmes and workplace productivity relate to one another. The purpose of the study is to shed light on how DEI initiatives affect productivity, job satisfaction, and employee engagement. The study focuses on examining how employees in various industries perceive DEI initiatives including diversity training and mentorship programmes, as well as their experiences using these programmes.

2. The study's conclusions have ramifications for businesses looking to boost workplace productivity by giving DEI efforts top priority. The study emphasises the value of developing an inclusive workplace culture and encouraging a more satisfied and engaged staff, which will ultimately result in higher production.

3. The study's focus is restricted to the data gathered from the sample of employees who answered the questionnaire. It is important to recognise that the results might not be generalizable to the full population. However, the study's findings offer insightful information about the connection between DEI activities and workplace productivity, emphasising the significance of prioritising DEI initiatives to encourage a more effective and productive workplace.

LITERATURE REVIEW

To create a successful and productive workplace, DEI is essential. According to research, companies that prioritise DEI typically outperform their competitors, have greater staff retention and engagement rates, and are better equipped to serve a client base that is becoming more and more diverse (Hunt et al., 2018).

Diversity is one of DEI's key components. Diversity is the broad range of individual distinctions within a group of people, including those based on racial or ethnic background, gender, age, religion, or sexual orientation. According to studies (Cox & Blake, 1991; Richard et al., 2004), diversified organisations typically perform better than homogeneous ones. Because they bring a greater variety of perspectives to the table, diverse teams, for instance, are shown to be more innovative and better at problem-solving (Mannix & Neale, 2005).

Likewise, Jackson et al.'s 2003 study discovered that diverse teams can promote better decision-making and increased organisational effectiveness.

However, diversity may not always result in higher output. If variety is not successfully managed, research by Richard et al. (2004) indicated that it can result in conflict and decreased production. In order to achieve beneficial outcomes, it is essential to make sure that diversity is complemented by equity and inclusion.

While inclusion entails fostering a culture that values and respects the contributions of every person, equity refers to the fair and just treatment of every individual. According to a research by Kulik et al. (2007), equity and inclusion are essential elements in ensuring that diversity has favourable results, such as higher production.

Making sure that employees feel valued and supported is one of the essential elements of achieving DEI in the workplace. According to Shore et al.'s (2011) study, DEI can

boost workplace commitment, job satisfaction, and eventually productivity in supportive work contexts.

Leadership is a crucial component in accomplishing DEI. Williams and O'Reilly's (1998) study indicated that by fostering an inclusive atmosphere that celebrates and capitalises on diversity, leaders who prioritise DEI can have a positive impact on workplace productivity. In a similar vein, a study by Nielsen et al. (2017) discovered that inclusive leadership can boost team productivity and creativity.

Additionally, a key factor in establishing DEI and raising employee productivity is organisational culture. A culture of inclusion that appreciates diversity and supports equity, according to research by Nishii and Mayer (2009), can boost innovation, creativity, and overall productivity. Similar findings were made by Cox and Blake in their 1991 study, which showed that an organisational culture that values diversity and inclusion can boost staff members' commitment and loyalty.

The final step in establishing DEI and enhancing workplace productivity is communication. According to a research by Cox et al. (1991), good communication can foster inclusion by fostering a shared knowledge of diversity-related issues. Similar to this, a 2008 study by Jehn et al. discovered that open communication can result in improved dispute resolution and, eventually, higher productivity.

According to Schneider and Northcraft's (1999) research, varied workgroups may be more adept at decision-making and problem-solving than homogeneous ones, which could boost productivity. This discovery, however, is dependent on the group's management and culture being inclusive.

According to a Bell et al. (2002) study, diverse teams may solve problems more successfully when they are committed to cooperating and have a shared understanding of one another's points of view. In a similar vein, research by Watson et al. (2009) indicated that intergroup connections play a key role in how innovative diverse teams are.

Leading management consulting company Bain and Company has done a lot of study [4] on the effects of diversity, equity, and inclusion (DEI) in the workplace. They highlight the commercial case for DEI in their report, "Time for Change: Accelerating DEI in the Workplace," and they provide advice on how businesses may effect real change.

The research focuses on the fact that DEI is both a moral and a business imperative. By attracting and keeping top talent, strengthening creativity and decision-making, and improving their reputation with clients and stakeholders, businesses that prioritise DEI can achieve a competitive edge.

Research [4] on the effects of Diversity, Equity, and Inclusion (DEI) in the workplace is frequently produced by McKinsey & Company. One of their most recent studies, "The Future of Work: Reimagining Work to Drive Growth," examines how businesses may create more diverse and resilient workplaces in the face of economic instability and technological upheaval.

The importance of DEI in building more resilient organisations is emphasised in the report. Businesses that place a high priority on DEI are better able to navigate change and uncertainty by drawing from the different backgrounds and experiences of their workforce.

One important finding of the study is that the COVID-19 epidemic has brought more attention to the necessity for DEI in the workplace. The pandemic has exposed preexisting disparities in the workforce and has disproportionately impacted underrepresented groups including women and people of colour.

RESEARCH METHODOLOGY

Investigating how diversity, equality, and inclusion (DEI) affect workplace productivity is the goal of this study. The research methodology will use a primary research strategy to gather information from an 85-person sample size using a Google Forms survey questionnaire. The Indian working context will be the main subject of the study.

3.1 Research Design

A survey questionnaire will be used to collect data as part of the study's quantitative research strategy. The purpose of the survey questionnaire is to gather data on how respondents perceive DEI at their jobs and how it affects their productivity. The sample population will receive the questionnaire using Google Forms.

3.2 Sampling Method

85 people will comprise the sample size for this study. Purposive sampling will be used to choose the participants. Participants would be chosen based on their present employment status in Indian workplaces. To provide a broad sample, participants from various industries and sectors will be included.

3.3 Data Collection

An online survey questionnaire will be used to collect the research's data. The questionnaire will be made to collect information on the following topics:

- Demographic information
- Workplace diversity, equity, and inclusion practices
- Perceived impact of diversity, equity, and inclusion on workplace productivity
- Employee engagement and job satisfaction levels
- Suggestions for improving diversity, equity, and inclusion practices

To guarantee clarity and validity, the questionnaire will be pretested on a limited number of people. The sample population will receive the last questionnaire via Google Forms.

3.4 Data Analysis

With the use of descriptive statistics like mean, median, and mode, the gathered data will be examined. Statistical software will be used to analyse the responses, and tables, graphs, and charts will be used to illustrate the findings. The relationship between workplace diversity, equity, and inclusion practises and productivity will also be examined through a correlation study.

3.5 Ethical Considerations

This study will adhere to ethical standards for research, which include getting participants' informed consent, guarding their privacy, and maintaining confidentiality. Participants will be made aware of the study's objectives and their freedom to discontinue participation at any time. The information gathered will be kept private and used only for research purposes.

3.6 Limitations

The study has some constraints. The research's conclusions might not be applicable to other situations because it primarily focuses on the Indian workplace. Second, the sample size is tiny, thus it's possible that the findings can't be applied to the total population. Last but not least, the study uses self-reported data, which could be biassed by responses.
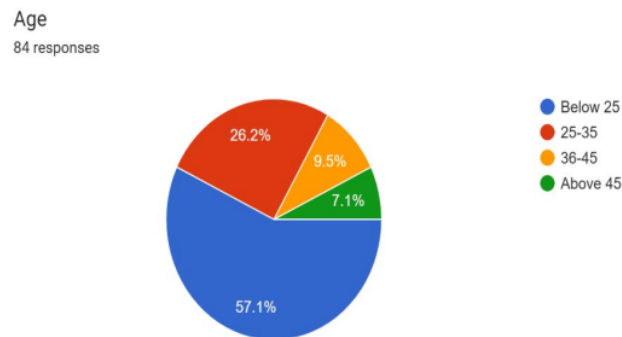
3.7 Conclusion

In conclusion, the research technique for this study uses a quantitative strategy to gather data from a sample size of 88 individuals utilising a Google Forms survey form. The purpose of the study is to look into how inclusion, equity, and diversity affect workplace productivity. Both descriptive statistics and correlation analysis will be used to examine the data that has been gathered. The results of this study will

provide light on how businesses should support inclusion, equity, and diversity in order to increase productivity.

DATA ANALYSIS

Descriptive statistics, such as measures of central tendency, such as mean, median, and mode, will be used to analyse the data obtained through the Google Forms survey. Statistical analysis software will be used to enter the replies and find patterns, trends, and correlations between the different variables. To make it simpler to analyse and comprehend the findings, the data analysis results will be provided in simple-to-understand formats such tables, graphs, and charts.
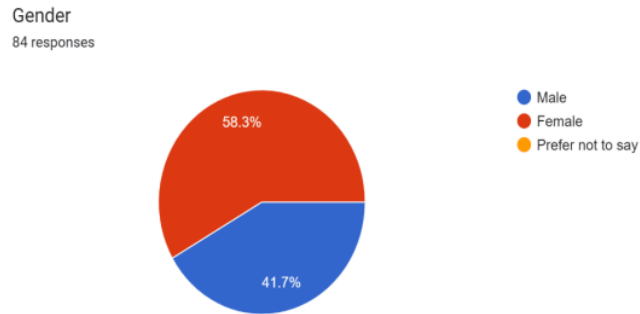
Fig. 4.1

Age
84 responses

Legend:
- Below 25
- 25-35
- 36-45
- Above 45

Slices: 57.1%, 26.2%, 9.5%, 7.1%

Source: Self Creation

1. To assess the diversity and inclusion practices in organizations among different age groups of the working population. Results showed that 57.1% of the respondents belonged to the age group of years below 25, which represents the younger population, while 26.2 % of the respondents were in the age group of 25-35 years, which represents those at the pinnacle of their career.

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Fig 4. 2

Gender
84 responses

- Male
- Female
- Prefer not to say

58.3%

41.7%

Source: Self Creation

2. Of total respondents, 58.3% were Female, and 41.3% were Male.

Fig 4. 3

Qualification
84 responses

- PhD
- Postgraduate
- Undergraduate
- Secondary Education
- Primary Education

35.7%

59.5%

Source: Self Creation

3. To assess the diversity and inclusion practices in organizations among different age groups of the working population. Results showed that 59.5% of the respondents were postgraduate. 35.7% of , which represents the younger population, while 26.2 % of the respondents were in the age group of 25-35 years, which represents those at the pinnacle of their career.
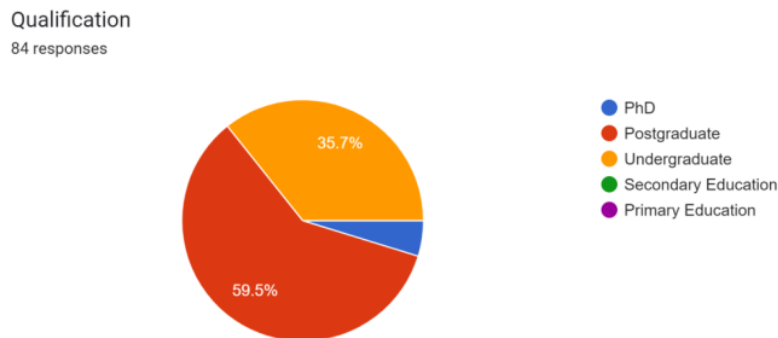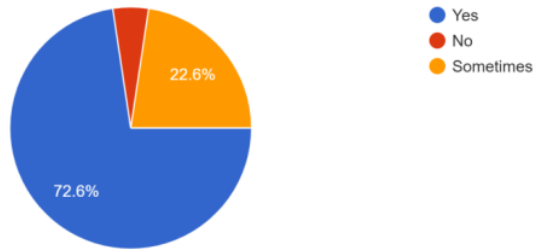
In order to understand the perception and develop an understanding of practices in different organisations, several questions were asked:

15

Fig 4. 4

Does your firm provide an environment for the free and open expression of ideas, opinions and beliefs?

84 responses

- Yes
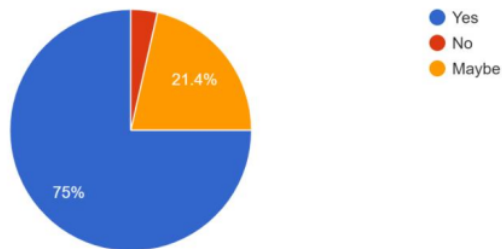- No
- Sometimes

22.6%

72.6%

Source: Self Creation

4. Upon being asked whether their organization provided an environment for the free and open expression of ideas, opinions and beliefs, 72.6% of the respondents rated their YES, which indicates high freedom of expression in their firm. However, a 22.6% of the respondents believed that showing lesser freedom of expression at their firm.

Fig 4. 5

Does your organisation hire people from diverse cultures, religions and ethnical backgrounds?

84 responses

- Yes
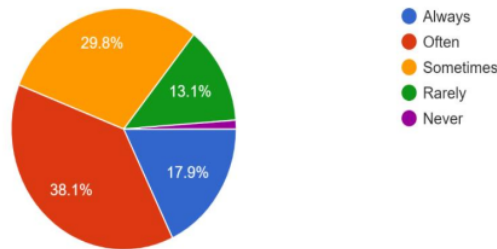- No
- Maybe

21.4%

75%

Source: Self Creation

5. The survey participants were asked whether their organization **recruited individuals from varied cultural, religious, and ethnic backgrounds.** It was observed that approximately 75% of the respondents answered affirmatively, indicating that their

16

organizations did recruit diverse candidates. However, nearly 21.4% of the participants were either not aware of their company's recruitment practices or answered negatively, suggesting that their organizations did not recruit from diverse backgrounds.

Fig 4. 6

Does your organisation publicly communicate information about Diversity and inclusion goals?
84 responses

- ● Always
- ● Often
- ● Sometimes
- ● Rarely
- ● Never

Source: Self Creation

6. The survey asked the participants about the frequency with which their organizations communicate their diversity and inclusion goals publicly. About 38% of the respondents gave varying answers, indicating that their organizations often communicate their D&I goals to the employees.

Fig 4. 7

What additional measures could your organization take to promote a more diverse, inclusive, and equitable workplace, and ultimately increase productivity?
85 responses

Source: Self Creation

17

The participants were asked if they want to suggest some measures that their organisations could take in order to promote more diverse, inclusive and equitable workplace and as per the responses, creating Inclusive Policies and practices could be the most effective and important factor that people think their organisation must focus on followed by giving diversity and inclusion training and implementing targeted recruiting strategies.

1. Creating Inclusive Policies and practices
2. Giving diversity and inclusion training
3. Implementing targeted recruiting strategies
4. Establish and support Employee Resource Groups (ERGs)

Table 4. 1

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.706
Bartlett's Test of Sphericity	Approx. Chi-Square	89.623
	df	28
	Sig.	.000

Source: Self Creation

The KMO measure assesses the degree to which each variable is related to the others in the dataset, and is a measure of sampling adequacy. The KMO value ranges from 0 to 1, with values closer to 1 indicating that the data are well-suited for factor analysis. In general, a KMO value of 0.6 or higher is considered acceptable. So here we can see that the KMO value for this dataset is 0.70 which suggest that data is well suited for Factor analysis.

Bartlett's test of sphericity tests the null hypothesis that the correlation matrix is an identity matrix, which would indicate that the variables are unrelated to each other. A significant result (indicated by a p-value less than .05) suggests that the correlation matrix is not an identity matrix, and therefore the data are suitable for factor analysis.

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The KMO and Bartlett's test table provides information about the suitability of the data for factor analysis. A KMO value of 0.6 or higher and a significant Bartlett's test suggest that the data are appropriate for factor analysis.

Table 4. 2

Communalities

	Initial	Extraction
Inclusive policies and practices	1.000	.360
Collaborative and inclusive decision-making	1.000	.445
Partnerships and community engagement	1.000	.430
Employee resource groups	1.000	.574
Employee training and development	1.000	.544
Regular DEI assessments and reporting	1.000	.617
Partnerships with diverse organizations and suppliers	1.000	.331
Inclusive recruitment and hiring practices	1.000	.554

Extraction Method: Principal Component Analysis.

Source: Self Creation

Communalities: This table shows the amount of variance in each variable that is accounted for by all of the factors together. A high communality value indicates that the variable is well-represented by the factors.

Eigenvalues: This table shows the eigenvalues of each factor, which represent the amount of variance accounted for by that factor. In general, factors with eigenvalues greater than 1 are significant. As we can see in the results above, the eigenvalue for Regular DEI assessment and reporting is 0.617 which is highest followed by Employee resource groups which has eigen value 0.574 and Employee training and development with eigenvalue of 0.544. Therefore, we can say that these are the factors that have a significant impact on workplace productivity.

Table 4. 3

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.518	31.478	31.478	2.518	31.478	31.478
2	1.337	16.710	48.187	1.337	16.710	48.187
3	.946	11.825	60.012			
4	.888	11.102	71.114			
5	.714	8.922	80.036			
6	.574	7.175	87.211			
7	.562	7.025	94.236			
8	.461	5.764	100.000			

Extraction Method: Principal Component Analysis.

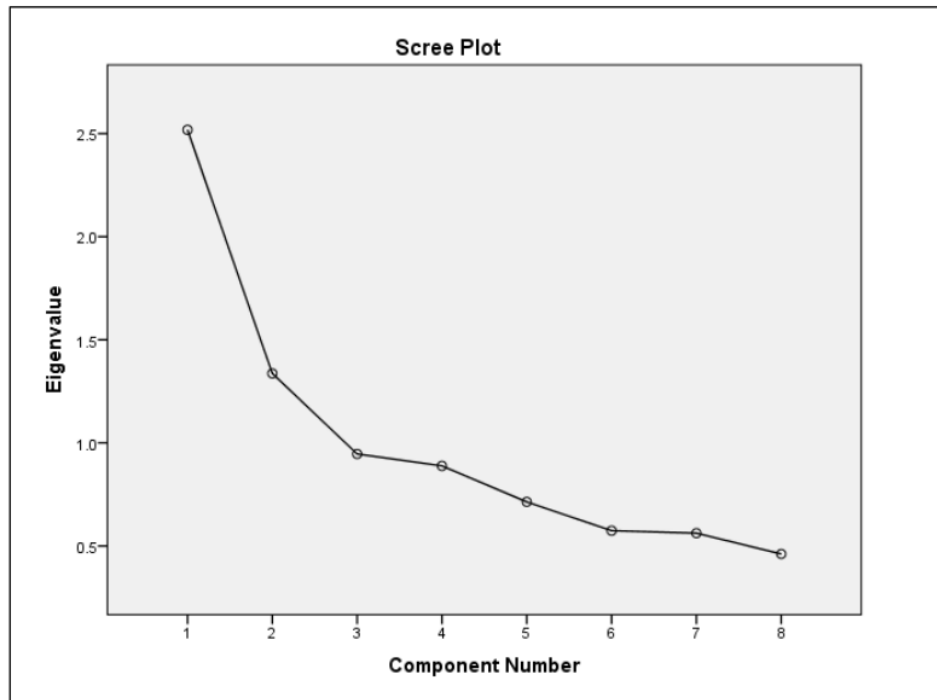**Total Variance Explained:** This table shows the amount of variance in the original variables that is accounted for by each factor. It will typically include eigenvalues (the amount of variance explained by each factor) and the percentage of variance explained by each factor. In this case, PC1 has an eigenvalue of 2.518, which explains the most variance in the data, and PC2 has an eigenvalue of 1.337, which explains additional, but less variance compared to PC1.

To interpret this result, we can say that the two retained principal components explain a total of 3.855 units of variance in the original data. This is useful information because it indicates how much information is captured by the principal components and how much of the variation in the original data can be explained by them.

In practice, the Total Variance Explained can be used to determine the number of principal components to retain. We might think about keeping more principle components to capture more of the variety in the data, for instance, if the Total Variance Explained for the first two principal components is relatively low. On the other side, if the Total Variance Explained is high, we can draw the conclusion that the first main components already account for the majority of the data's variation and that no further components are required.

Fig 4.8

Source: Self Creation

Scree Plot: The eigenvalues for each factor are displayed in this figure in decreasing order. The ideal number of elements to keep can be calculated using the plot's "elbow". The scree plot in this instance reveals the existence of two major components with eigenvalues greater than 1. With an eigenvalue of 2.518, the first principal component (PC1) explains the majority of the data variation. The second principal component (PC2) has an eigenvalue of 1.337, indicating that it explains less variance than PC1 but still contains valuable information.

According to the Kaiser rule, which suggests retaining principal components with eigenvalues greater than 1, both PC1 and PC2 should be retained. This means that both components contain significant information about the original data and can be used for further analysis or modelling. The interpretation of the scree plot and Kaiser rule suggests that two principal components should be retained, with PC1 explaining the most variance and PC2 containing valuable information as well.

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Table 4. 4

Component Matrix[a]		
	Component	
	1	2
Regular DEI assessments and reporting	.706	.345
Employee training and development	.660	-.329
Inclusive policies and practices	.600	-.002
Inclusive recruitment and hiring practices	.531	.521
Partnerships and community engagement	.513	-.408
Partnerships with diverse organizations and suppliers	.509	-.268
Collaborative and inclusive decision-making	.493	-.450
Employee resource groups	.421	.630
Extraction Method: Principal Component Analysis.		
a. 2 components extracted.		

Component Matrix: The component matrix is an output table in factor analysis that displays the correlations between the original variables and the extracted factors. Each column represents a factor, and each row represents a variable. The values in the table are the factor loadings, which indicate the strength and direction of the relationship between each variable and each factor.

The eigenvalues represent the amount of variance explained by each principal component in a factor analysis. In this case, the Regular DEI assessment and reporting component has the highest eigenvalue of 0.617, followed by Employee resource groups with an eigenvalue of 0.574, and Employee training and development with an eigenvalue of 0.544.

Information about the interaction between the variables and the primary components is provided by the component matrix. It demonstrates the relationship between each variable and each primary component in detail.

The Regular DEI assessment and reporting variable has the strongest correlation with the first principal component, which accounts for the most variance in the data, according to our interpretation of the eigenvalues and component matrix. Employee training and development has the strongest correlation with the third principle
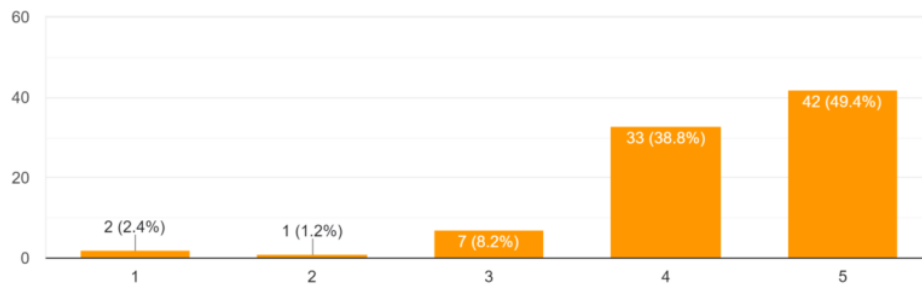
component, and Employee resource groups has the strongest correlation with the second principal component.

This information can be helpful in determining the analysis's most crucial variables and in deciphering the underlying data structure. For additional analysis or modelling, it can also be used to create new variables or composite scores based on the principal components.

Fig. 4.9

Workforce diversity has a positive impact on workforce productivity
85 responses

Source: Self Creation

The claim that "Workforce diversity has a positive impact on workforce productivity" probably appeared in a survey or poll where participants were asked to rate how strongly they agreed or disagreed with the assertion. 49.4% of all survey participants who responded strongly agreed with the statement. Additionally, we can report that almost 82% of respondents concur that workplace diversity increases productivity. This shows that a sizable majority of the respondents are aware of the beneficial effects that diversity can have on workplace efficiency. It's crucial to remember that the survey's findings only reflect the thoughts of individuals who took part in it, and they might not accurately reflect the views of the general public.

The context of the survey and the sample population may also have an impact on how the results are interpreted. The results may be given greater weight if the poll was performed among a broad group of employees from different industries rather than a more homogeneous group of respondents. Overall, the data indicate that a sizeable proportion of respondents agree that a diverse workforce increases productivity.

4.1 Limitations of the study

To assure the calibre of research, it is essential to recognise and resolve the constraints of a study because they can undermine its validity and reliability. The study in this instance contains various shortcomings that can be fixed in other studies.

First off, the study's sample size was relatively small, which could have increased the margin of error and reduced the results' representativeness. Future study can employ a bigger sample size to improve the accuracy of the data collected. A larger sample size can give a more accurate picture of the population and make it easier to identify trends that are more important.

Second, there were more female respondents than male respondents in the survey. This could affect the study's findings, hence it is crucial that both genders are well represented in the sample to improve the generalizability of the findings. Future research can utilise stratified sampling strategies to guarantee an equal representation of all genders in the sample to alleviate this restriction.

As a result, the study's reach and capacity to offer insights into other industries were constrained. Future research can recruit participants from diverse businesses to broaden the study's focus and improve its relevance to a larger population.

Future study in this field has a lot of potential, despite these drawbacks. Research might, for instance, look into how various workplace rules and procedures affect a worker's sense of acceptance and community. The impact of organisational culture on employee acceptance and belonging as well as the role of leadership in promoting an inclusive workplace are other topics that can be covered. Future studies could also

examine the effects of diversity and inclusion training initiatives on the sense of acceptance and belonging among employees.

Despite certain limitations in the current study, there is definitely need for more research in this field. Future study can provide invaluable insights into fostering acceptance and belonging in the workplace by addressing these constraints in order to strengthen the reliability and validity of the results.

4.2 Findings and recommendations

Promoting a diverse and equitable workplace necessitates the development of inclusive policies and practises. Organisations must place a high priority on comprehending the needs and experiences of underrepresented groups in their workforce if they are to achieve this. It is important to create policies that support fairness and give each employee equal access to opportunities and resources. All personnel must receive training and education in order for policies to be followed and understood. Organisations should promote inclusion and diversity at all levels, especially in the leadership teams they choose and in their hiring procedures. Regular evaluation and revision of policies is required to guarantee their viability and applicability.

Increased productivity, a more favourable work atmosphere, and better employee retention are all benefits of inclusive policies and practises. Such regulations ought to be geared towards advancing equality, diversity, and respect at work. To do this, policies must be developed that address problems including discrimination, harassment, and unconscious bias. Work-life balance, flexible scheduling, and accommodations for employees with disabilities should all be encouraged by inclusive policies. Organisations may foster a diverse culture where all workers feel respected, encouraged, and empowered by putting inclusivity first. Employees gain from this, and it also helps the business succeed and expand.

Creating inclusive policies and practices is essential for promoting a diverse and equitable workplacePositive workplace environments, better employee retention, and higher productivity are all benefits of inclusive policies and practises. These regulations ought to emphasise fostering equality, diversity, and respect at work. This

entails developing regulations that deal with concerns like prejudice, harassment, and discrimination. Additionally, inclusive policies ought to support flexible scheduling, work-life balance, and accommodations for people with impairments. Businesses can foster a diverse workplace culture where all employees feel appreciated, encouraged, and empowered by putting inclusivity first. Employees gain from this, and the success and expansion of the company are also aided.

The improvement of the working environment, better employee retention, and increased productivity are all facilitated by inclusive policies and practises. Respect, diversity, and equality in the workplace should be the main objectives of such policies. In order to do this, rules that deal with concerns like discrimination, harassment, and unconscious prejudice must be developed. Flexible scheduling, work-life balance, and accommodations for employees with disabilities should all be encouraged by inclusive policies. Businesses may foster a diverse culture where all employees feel appreciated, encouraged, and empowered by placing a high priority on inclusivity. Employees gain from this, and the company as a whole grows and succeeds as a result.

Giving diversity and inclusion training is an effective way to promote a more inclusive and respectful workplace. The purpose of this type of training is to give staff members the knowledge and skills necessary to foster a workplace that is more inclusive and equitable while also raising their awareness of and comprehension of diversity and inclusion concerns.

Unconscious bias, microaggressions, cultural competence, and communication skills should all be covered in the training. Employees should have the chance to ask questions and share their personal experiences via interactive, interesting training sessions.

It's crucial to make sure that the training is customised to meet the unique needs of the business and its personnel. This entails taking into account elements including the organization's mission, beliefs, and goals, as well as the makeup of its workforce.

All staff members, including the leadership teams, should receive the training to make sure that everyone is on the same page about diversity and inclusion. In order to

guarantee that staff members are consistently learning about and expanding their awareness of diversity and inclusion issues, the training should also be provided on a regular basis.

In the end, diversity and inclusion training can contribute to the development of an inclusive and respectful workplace culture where all staff members can feel appreciated and supported and collaborate to accomplish shared objectives.

Implementing targeted recruiting strategies is an effective way to attract a more diverse pool of candidates and promote a more inclusive workplace. Developing recruitment techniques that are specifically targeted at underrepresented groups in your workforce or business requires targeted recruiting strategies.

Partnering with organisations that support underrepresented populations or diverse communities is a successful strategy. Professional associations, neighbourhood associations, or job boards with a diversity focus may fall under this category. You can access their networks and a larger pool of prospects by forming connections with these organisations.

Utilising inclusive language and images in job advertising and marketing materials is another tactic. This entails utilising terminology that is gender-neutral, refraining from using language that can be discriminatory or exclusive, and featuring diverse staff in your marketing materials.

Prioritising diversity in the hiring process itself is also crucial. This entails making sure that recruiting panels are diverse and representative and that the emphasis during the hiring process is on skills and qualifications as opposed to arbitrary elements like "fit" or "culture."

Finally, it's critical to monitor and assess the effectiveness of your focused hiring methods. This entails establishing objectives and measurements, such as the proportion of diverse applicants and employees, and routinely assessing the efficacy of your methods.

Employing targeted recruiting tactics can help businesses attract a more diverse and inclusive workforce, which can boost productivity, spur more creative thinking, and foster a more pleasant workplace culture.

CONCLUSION

DEI (Diversity, Equity, and Inclusion) programmes have been found to positively affect workplace efficiency, according to this study's findings. According to the literature research and analysis of the survey data, businesses that implement DEI projects have more productive and engaged employees, which boosts output and increases profitability.

There is still a need to raise awareness of and promote DEI, despite the increasing adoption of DEI programmes in organisations. According to the survey results, some respondents continue to believe that their organisations are not as supportive of DEI as some others. In order to persuade more organisations to embrace and carry out these projects, more efforts must be made to inform and sensitise individuals about the advantages of DEI.

It is obvious that DEI activities are essential in today's diverse workplaces, and companies who implement DEI are better positioned to succeed over the long term. Given the globalisation of business and the expanding diversity of the workforce, it is imperative to create an inclusive workplace that values and respects the distinctions among its employees.

Organisations can start by developing a more inclusive culture that values cooperation, open communication, and respect for one another in order to advance DEI. To assist staff in understanding and appreciating various viewpoints and experiences, they can also offer training and development programmes with a diversity and inclusion theme.

Additionally, businesses can create metrics to monitor and assess the success of their DEI programmes, such as diverse employee recruitment and retention rates, promotion rates, and employee satisfaction. Organisations will be able to take corrective action by using this information to identify gaps and potential improvement areas in their DEI activities.

In conclusion, organisations should keep promoting and implementing DEI initiatives because they have a good effect on workplace productivity. However, more work must be done to educate individuals about the advantages of DEI and increase their awareness of them, and businesses must take decisive action to design and implement successful DEI programmes. Organisations may achieve this by fostering a diverse and inclusive workplace that appreciates and respects its workers, which will increase employee engagement and productivity and boost overall organisational performance.

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