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A Study on Diversity, Equity and Inclusion (DEI) Practices in Selected IT Companies in the Delhi NCR Region

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ABSTRACT

This study examines the level of Diversity, Equity and Inclusion (DEI) practices in selected IT companies in the Delhi NCR region. A descriptive and analytical research design was adopted, with a sample of 490 employees selected through simple random sampling. The findings reveal that overall DEI practices are perceived favourably, with a mean score of 3.58 out of 5. Inclusion records the highest mean score (3.62), followed by Diversity (3.60) and Equity (3.51). However, variations in employee responses highlight the need to strengthen fairness, equal opportunities, and consistent implementation of inclusive workplace policies.

Keywords: Diversity, Equity, Inclusion, IT Industry, Workplace Practices

INTRODUCTION

Diversity, Equity and Inclusion (DEI) are fundamental elements of a positive and productive workplace. Diversity extends beyond the representation of individuals from different backgrounds; it also involves creating an environment where employee's sense cheered to express their distinct perspectives, experiences and ideas that give to organizational decision-making. Today, workplaces are diverse in nature because of different social and economic conditions of employees. As organizations strive to reflect the diversity of society within their workforce, DEI initiatives have emerged as important drivers of cultural change and organizational transformation. Workplace diversity is no longer viewed merely as a passing trend but as an indicator of social progress and institutional development. In the present dynamic business environment, stakeholders are increasingly recognizing need to implement effective DEI practices to promote fairness, equal opportunities, and an inclusive organizational culture.

DEI initiatives play role in fostering a supportive, inclusive, and productive workplace environment. The lack of DEI practices in labour markets across different regions of the world has resulted in the marginalization of certain workforce groups, depriving them of fundamental rights, social justice, respect, and human dignity (Forst, 2010). Contemporary workplaces and increasingly demanding lifestyles have created significant challenges for organizations in addressing employee stress. These challenges have been further aggravated by economic uncertainties and the continuous flow of information, making it increasingly difficult for organizations to effectively manage and reduce workplace stress among employees (Hassard et al., 2018). A diverse and inclusive workforce encourages innovation, strengthens problem-solving capabilities and enhances organizations' understanding of global markets. Consequently, DEI has emerged as a significant factor in attracting talent, promoting employee engagement and ensuring long-term organizational sustainability.

India's IT sector, characterized by its dynamic nature and strong global presence, has played a significant role in driving the country's economic development and strengthening its international standing. In the contemporary business environment, adopting inclusive workplace practices is not just progressive approach but strategic necessity, as collaboration across geographical boundaries, cultures, and diverse identities has become increasingly common. Given its dependence on skilled professionals and continuous technological innovation, the IT industry is particularly well positioned to benefit from workforce diversity. Indian IT companies bring together employees from different cultural, educational, and professional backgrounds, representing different regions of India and countries worldwide.

Leading Indian IT companies, including Infosys, Wipro, and TCS, are increasingly incorporating DEI into their organizational values by implementing initiatives such as gender diversity programs, accessible workplace infrastructure, and training to address unconscious bias (Shekhar & Srivastava, 2025). When effectively managed, workforce diversity can promote creative thinking, strengthen collaborative efforts, and enhance problem-solving capabilities.

REVIEW OF LITERATURE

Rao & Bagali (2014) highlighted that diversity management wishes to establish and sustain a positive workplace environment in which individual similarities and differences are recognized and valued. The IT industry, which depends on talent from across the world, has contained workforce diversity

and benefited from diverse skills, perspectives and experiences of its employees. Bengaluru, being a major IT hub in India, reflects considerable workforce diversity across organizations.

Nair & Vohra (2015) consider the workforce diversity as key component and emphasize inclusivity as concept. The diversity has been explored in earlier research but inclusivity is newer concept. They emphasize the need and requirement of further study regarding conceptual foundation, interrelationships among D & I. It has been observed that inclusion is key criteria for research to measure D E I practices in company.

Mor Barak (2016) explained that equity focuses on ensuring fairness, justice and impartiality in organizational practices, outcomes and opportunities. Unlike equality, which involves treating everyone in the same manner, equity recognizes existing historical and systemic inequalities and promotes tailored support and resources to ensure that all individuals have fair opportunities to succeed.

Anitha and Begum (2016) examined the role of a supportive work environment in enhancing employee retention and facilitating employee development through a literature review and quantitative analysis. Their study highlighted that leaders can strengthen employee commitment by fostering a positive organizational culture. Employees with strong affective commitment based on emotional attachment and normative commitment help to remain with organization due to their loyalty. In contrast, employees with continuance commitment tend to stay because of necessity and may leave when more employment opportunities become available.

Mahadi et al. (2020) found that effective employee retention can be promoted through policies and procedures that address employees' diverse needs and foster a supportive organizational culture. They highlighted that organizational culture influences how an organization functions, while its operational practices also shape the prevailing culture. Furthermore, organizational culture is closely associated with effective leadership, which helps in creating a positive and nurturing work environment.

Juhász et al. (2022) highlighted that employee well-being influence sustained employee engagement and retention. They also emphasized that mutual respect among colleagues contributes to a healthy and supportive workplace, whereas its absence can adversely affect employees and the organization as a whole.

Tetteh et al. (2022) suggested that a positive, enjoyable, and welcoming workplace environment helps in employee engagement and reduce employees' intentions to leave the organization.

Yang and Lee (2023) found that employees with proactive personalities and higher levels of resilience are less likely to consider changing their careers. Their study shows importance of individual characteristics and situational factors in understanding employees' career decisions and retention, particularly within the hotel industry.

Wu et al. (2024) highlighted that employee personality traits provide perceptions into workforce retention patterns, as reflected in online employee reviews. Their findings suggested that individual personality characteristics influence J. S. and employees' intentions to leave an organization. Understanding these relationships can help organizations create retention strategies that address employees' diverse characteristics and workplace expectations, thereby improving J. S. and reducing turnover intentions.

Mathew & Vasantha (2025) examined the influence of D E I initiatives on employee engagement, emphasizing the importance of inclusive workplace practices. Their study, conducted across manufacturing companies in Tamil Nadu explored impact of D E I programmes on employee engagement and J. S. among diverse employee groups. The findings revealed a positive relationship between D E I initiatives and employee engagement.

OBJECTIVE OF THE STUDY

- To understand the level of Diversity, Equity and Inclusion (DEI) practices in selected IT companies.

RESEARCH DESIGN

The present study adopted a descriptive and analytical research design to analyze level of DEI practices in selected IT companies.

SAMPLE DESIGN & SAMPLE SIZE

The study adopts simple random sampling to select respondents that meet the specific criteria of the research. Respondents were selected those who are working in IT companies in Delhi NCR region. This approach ensures that collected data are relevant to objectives of study.

A total sample of 490 employees was selected for the present study.

Table 1: List of Companies included in Present Research Study

Category	**Company Name**
Indian IT Company	HCLTech (Noida)
	Tata Consultancy Services (Noida & Gurugram Infosys (Noida)

Category	**Company Name**
Multinational IT Company (Global Tech Giants)	Accenture (Noida & Gurugram)
	Microsoft India (Noida & Gurugram)
	Adobe India (Noida)
IT Startup	Moglix (Noida)
	Urban Company (Gurugram)
	Cars24 (Gurugram)
IT Consulting / Services Company	Capgemini (Noida & Gurugram)
	Sopra Steria (Noida)
	Cognizant (Noida & Gurugram)
Other (Enterprise Software Products & Fintech)	Deloitte India (Noida & Gurugram)
	Pine Labs (Noida)
	Newgen Software (New Delhi)

ANALYSIS RELATED TO UNDERSTAND THE LEVEL OF DIVERSITY, EQUITY AND INCLUSION (DEI) PRACTICES IN SELECTED IT COMPANIES

Table 2: Table showing the response related to level of diversity, equity and inclusion (DEI) practices in selected IT companies

Q. No.	**Question**	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
Diversity						
1	My organization employs people from diverse cultural, social and demographic backgrounds.	115 (23.47%)	220 (44.9%)	36 (7.35%)	79 (16.12%)	40 (8.16%)
2	My organization values the different experiences, skills and perspectives of its employees.	133 (27.14%)	210 (42.86%)	45 (9.18%)	66 (13.47%)	36 (7.35%)
3	Recruitment practices in my organization encourage applications from diverse groups of candidates.	110 (22.45%)	210 (42.86%)	41 (8.37%)	87 (17.76%)	42 (8.57%)
Equity						
4	My organization provides fair opportunities for career advancement to all employees.	117 (23.88%)	198 (40.41%)	41 (8.37%)	86 (17.55%)	48 (9.8%)
5	Performance appraisal and promotion decisions are based on fair and transparent criteria.	128 (26.12%)	182 (37.14%)	39 (7.96%)	92 (18.78%)	49 (10%)
6	Employees performing comparable roles receive fair treatment in terms of compensation and benefits.	124 (25.31%)	190 (38.78%)	36 (7.35%)	95 (19.39%)	45 (9.18%)
Inclusion						
7	I feel respected and accepted by my colleagues and supervisors.	132 (26.94%)	200 (40.82%)	46 (9.39%)	72 (14.69%)	40 (8.16%)

Q. No.	**Question**	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
8	Employees are encouraged to express their opinions and ideas without fear of discrimination.	130 (26.53%)	201 (41.02%)	45 (9.18%)	72 (14.69%)	42 (8.57%)
9	Employees from different backgrounds are encouraged to participate in workplace decision-making.	137 (27.96%)	195 (39.80%)	33 (6.73%)	81 (16.53%)	44 (8.98%)

RESULT REGARDING THE LEVEL OF DEI PRACTICES IN SELECTED IT COMPANIES

Table 3: Table showing mean & standard deviation regarding the measurement of level of DEI practices in selected IT companies

Variable	S A (5)	A (4)	N (3)	D (2)	S D (1)	Mean	S. D.
DIV1	115	220	36	79	40	3.59	1.24
DIV2	133	210	45	66	36	3.69	1.21
DIV3	110	210	41	87	42	3.53	1.25
EQ1	117	198	41	86	48	3.51	1.29
EQ2	128	182	39	92	49	3.51	1.32
EQ3	124	190	36	95	45	3.52	1.30
INC1	132	200	46	72	40	3.64	1.25
INC2	130	201	45	72	42	3.62	1.26
INC3	137	195	33	81	44	3.61	1.29

Table 4: Classification of level of D E I Practices

S. No.	Mean Score Range	Level of DEI Practices
1	1. 00-1.8	Very Low
2	1.81-2.60	Low
3	2.61-3.40	Moderate
4	3.41-4.20	High
5	4.21-5.00	Very High

Construct-wise measurement of DEI practices

The mean scores of the three statements under each construct are averaged to determine level of Diversity, Equity and Inclusion.

Table 5: Table showing construct-wise measurement of DEI practices

DEI Constructs	Questions	Average Mean	Level
Diversity	D I V 1- D I V 3	3.60	High
Equity	E Q 1- E Q 3	3.51	High
Inclusion	I N C 1- I N C 3	3.62	High
Overall DEI	All 9 questions	3.58	High

CONCLUSION

The results indicate that overall level of D E I practices is high, with an overall mean score of approximately 3.58 out of 5. Inclusion records the highest mean (3.62), followed closely by Diversity (3.60), whereas Equity has the lowest mean (3.51). Although all three constructs fall within the adopted high-level category, the comparatively lower Equity score suggests that fairness and equal opportunities may require greater managerial attention.

Interpretation: Approximately 66.6% of responses across the nine statements fall within the combined Agree and Strongly Agree categories. Inclusion ranks first with a mean of 3.62, followed by Diversity at 3.60 and Equity at 3.51. It means that employees generally have favourable perceptions of DEI practices, but the perceived implementation of these practices differs across the three dimensions.

The standard deviations, ranging from 1.21 to 1.32, indicate that respondents' views are not entirely uniform. Furthermore, the proportion of respondents disagrees and strongly disagree ranges from 20.8% to 28.8% across the individual questions. Therefore, the results should not be interpreted as indicating that all employees experience DEI practices positively. Instead, they suggest that DEI practices are generally perceived favourably, while some employees continue to report less favourable experiences. The comparatively lower score for Equity highlights an area where organisations could examine fairness in policies, access to opportunities, and the consistency of their implementation.

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