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ROLE OF DIVERSITY, EQUITY, AND INCLUSION IN BUILDING AN ENGAGING ORGANIZATIONAL CULTURE

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ABSTRACT

This study analyzes the effect of Diversity, Equity and Inclusion within business. It is divided into three sections. Firstly, it explores how to define diversity and why it is valued. Secondly, it investigates how equity is implemented within businesses' policies and progression structures. Finally, it assesses specific actions which leaders can utilize to foster an inclusive environment and increase staff belonging. Secondary data has been analyzed for this investigation. Information has been sourced from academic business behaviour publications, well known management books, international consultancy reports (including McKinsey & Company, Boston Consulting Group and Gallup), and Indian business employee related research (Avtar & Seramount). Results have been analyzed thematically and analyzed in relation to different sectors and employee experience stages. Whilst employing a diverse workforce is fundamental, global and Indian company information demonstrates that true benefits in staff motivation, innovation and financial returns are realized when diversity is supported by equitable processes and inclusion. Companies which use personal bias or unclear progression structures suffer from employee attrition during mid career. Conversely, businesses which apply clear assessment methods and have psychologically safe environments are able to successfully retain staff and surpass their sectoral competitors. Apart from valuing diversity, businesses can further support inclusion by using common interview assessment criteria, routinely analyzing pay equality, allocating mentors from minority groups to high level sponsors and providing line management with training on inclusive discussion styles. In addition, monitoring of belonging should be carried out for differing employee demographic sub-groups. This dissertation links well recognized concepts

of business culture, social exchange, ideal differentiation and psychological safety to formulate a cohesive understanding of the influence of DEI on staff motivation. Furthermore, it provides a realistic manual for HR professionals and business managers regarding how to effectively harness the value of human diversity.

KEYWORDS: Diversity, Equity, and Inclusion (DEI), Organizational Culture, Employee Engagement, Workplace Equity, Inclusive Leadership, Psychological Safety, Secondary Research.

1. INTRODUCTION

Whilst now operating within a rapidly-evolving environment, people's attitudes and behaviours have become significantly more influential than a company's material resources. Traditionally, organizations have assumed that their employees will conform to the behaviour, working patterns and progression routes of higher level staff, typically drawn from highly similar socio-economic and academic backgrounds. Although this has resulted in a clear structure to a business' operations, it has also meant an organization has often failed to recognize customers' evolving requirements and has been slow to respond to market change.

In recent twenty years there have been significant societal, international and technological developments alongside changing employee expectations. Staff are now highly aware of an organization's internal practices and assess if individuals are promoted on merit or merely due to 'insider' status. Furthermore, they observe if diverse personnel are allowed to effectively express themselves within meetings or if they are subtly sidelined. As people increasingly need to suppress elements of their identity to conform, so too does their enthusiasm and dedication wane.

An individual's emotional and psychological link to their occupation is recognized by academics as engagement. In addition to completing required work, employees who are engaged actively support colleagues in problem solving. They also show real consideration for customers and continue to remain dedicated to a company particularly during challenging times for that business. Unfortunately, however, global information demonstrates that there is currently a significant lack of employee engagement. According to Gallup's global monitoring (2025), only 20 per cent of people are highly engaged in relation to their work. Equally concerning is that 16 per cent are even actively disengaged. Crucially, Gallup's research highlights that at least 70 per cent of variation in team-wide engagement can be attributed to the behaviour of first line management. Unlike a company's vision, which is

seldom disengaged from, staff tend to disengage from both inequitable policies and from discriminatory common workplace practice.

As a result, Diversity, Equity, and Inclusion has transitioned from an area of human resource management to become a key organizational focus. Despite this, there is often a significant difference between what companies state their DEI values are and how they are implemented. Many companies will seek to enhance the diversity of their junior workforce but then lose valuable staff in the intervening few years due to a lack of defined progression routes and an unfavourable working atmosphere. Based solely on secondary sources including academic and company related information, this paper explores methods by which organizations can foster an interesting culture through focusing on three areas; defining diversity and identifying the value it provides, analyzing equity within an organization and providing leadership strategies to encourage inclusivity.

2. Review of Literature

Within organizations, diversity is used to describe the variety of people that exist within a team. Initial organizational research concentrated on easily identifiable differences, such as those relating to gender, age, race and ethnicity and also disability. Although key, it has been recognized that diversity extends beyond these basic characteristics (Roberson, 2019). It also encompasses distinctions arising from areas such as education, job-specific knowledge, approach to problem solving, social class, neurodiversity and culture. Understanding these two levels of diversity allows the substantial importance of diversity to be recognized. Uniform teams are susceptible to groupthink – favouring consensus even at the expense of thorough analysis. Within a homogenous team, incorrect preconceptions can therefore go unchallenged. Diverse teams, by contrast, offer a wider array of thinking approaches when analyzing and solving problems. Page (2007) proved using mathematical models and real-world evidence that cognitively diverse teams are more successful than high calibre but uniform teams at managing complex issues. Differences in thinking enable members to identify areas of lack of awareness. In addition, Herring (2009) analyzed business data for different countries and discovered that companies displaying both gender and race diversity tend to achieve greater sales, have a bigger customer reach and enjoy a larger market share.

Whilst diversity is related to the make-up of a workforce, equity concerns the fairness of processes within organizations. There is a distinct distinction between equality and equity. Equality applies a single process or provision to all members of staff, under the assumption that all individuals are equal at the outset. Equity acknowledges that people will have

different circumstances, caring responsibilities and even face discrimination. It also recognizes that people will benefit from different levels of informal guidance. Delivering equity requires organizations to rectify unjust processes and eliminate superfluous obstacles in order to ensure all workers can realistically thrive. Workplace equity is influenced by and based upon Organizational Justice Theory. This categorizes organizational fairness as comprising of distributive justice (fair distribution of rewards and progression), procedural justice (processes being fair and clear), and interactional justice (people receiving courteous and dignified treatment) (Colquitt et al, 2001). Meta-analyzes of hundreds of studies show that where both procedural and distributive justice are perceived to be present, levels of trust and self-initiated teamwork substantially increase. Conversely, if people believe that decisions are being made arbitrarily or politically, they promptly become demotivated. Even if an organization employs a varied workforce and has just policies, if people do not feel they 'fit' into teams then these initiatives will not be successful. Inclusion is about an individual feeling recognized, accepted and appreciated as a valuable member of a team (Shore et al, 2018). Crucially, inclusion is not assimilation. Assimilation requires non-conventional workers to suppress their unique characteristics in order to conform to mainstream culture. In contrast, inclusion appreciates and encourages people's individuality, whilst also promoting common objectives. Nishii (2013) pioneered the idea of a 'climate for inclusion,' She found that work groups with equitable employment processes and high tolerance for diversity, combined with collaborative decision making, experienced markedly reduced conflict and were more effective. Furthermore, Edmondson (2018) provided essential additional information regarding psychological safety. This is the common belief that within a team nobody will be ridiculed or punished for querying, acknowledging fallibility or challenging mainstream opinion.

Psychological safety is the conduit that transforms an array of diverse views within a team into knowledge and creativity. William Kahn (1990) was key to contemporary engagement research. He identified that people can fully utilise their physical, cognitive and emotional faculties in the workplace if they perceive their work to be purposeful, safe and accessible. Literature reveals that DEI facilitates all three of these. Inclusive leadership promotes psychological safety. Equal remuneration and progression procedures support people in feeling that they are justly recognized for their labour – therefore enhancing perceptions of purposefulness. Finally, adaptable working arrangements aid accessibility. According to Edgar Schein's (2010) theory of organizational culture, DEI can only be successfully

implemented if it transcends superficial elements such as leaflets and posters, to affect the deeper, often invisible, normative beliefs that influence behaviour.

3. Research Objectives

To examine how Diversity, Equity, and Inclusion build an engaging organizational culture using secondary evidence, this study focuses on three primary objectives:

- **Objective 1:** To understand the concept of diversity across its demographic, cognitive, and experiential dimensions, and analyze why it is strategically important for organizations.
- **Objective 2:** To examine the practical application of equity in the workplace across hiring, compensation, performance evaluation, career advancement, and employee wellbeing.
- **Objective 3:** To identify actionable leadership practices and cultural habits required to build and sustain an inclusive work environment.

4. RESEARCH METHODOLOGY

4.1 Secondary Research Design

The research uses a secondary data based, both descriptive and analytical methodology. Rather than obtaining fresh primary data, this paper analyzes and evaluates findings from existing data sources, including: empirical studies; sectoral reports; and academic articles relating to management. Secondary research is particularly appropriate when investigating company culture and DEI since it can analyze extensive, global and cross-sectoral data collections comprising many firms – which would be highly difficult to achieve using primary data collection methods.

4.2 Sources of Secondary Data

Secondary literature including statistics, benchmarking and theory is sourced from the following 4 groups:

1. Global Management Consultancies – McKinsey & Company (Diversity Matters Even More, 2023; comprising a sample of 1,265 firms in 23 countries) and Boston Consulting Group & Technical University of Munich (Lorenzo et al, 2018; analyzing 1,681 global companies).

2. Global Staff Engagement & Inclusion – Data from Gallup (Global Indicator: Employee Engagement, 2025) and publicly available inclusion and leadership related literature from Deloitte and institutes of leadership.

3. Indian Company DEI & Inclusion Benchmarks – Employee benchmarking research contained within Avtar & Seramount's Best Companies for Women in India (BCWI) and Most Inclusive Companies Index (MICI) reports (2023-2026). These cover more than 300 companies operating in India's Information Technology (IT)/Information Technology Enabled Services (ITES), Professional Services, Banking, Financial and Insurance (BFSI), Pharmaceutical and Manufacturing sectors.

4. Peer Reviewed Academic Journals and Management Books – Research papers available from the Academy of Management Journal, Journal of Applied Psychology, Human Resource Management

Review and Annual Review of Organizational Psychology and Organizational Behaviour and key books from Kahn (1990), Schein (2010), Edmondson (2018) and Shore et al. (2018).

4.3 Selection Criteria and Analytical Approach

Secondary sources were filtered by their methodological quality (such as peer reviewed status or extensive company data), their relevance to current practice and relation to the study's 3 aims. Information then underwent thematic analysis before being analyzed in various contrasting formats, for example analyzing leading vs lagging quartile DEI companies; juxtaposing worldwide financial performance with Indian business development data and identifying typical workplace issues along with effective HR responses.

5. Secondary Data Analysis and Discussion

5.1 What Diversity Means and Why Organizations Depend on It (Objective 1)

A review of academic research and world-wide business data reveals that there are three inter-related areas that can make up a diverse workforce. These include; gender, age, ethnicity and nationality and levels of physical ability. Other diversity areas include people's education, skills, approach to solving problems and career history. Finally there is social and cultural diversity related to a person's background, spoken language and values. Further research has shown that businesses which recognize and utilize these different diversities benefit financially, seeing an increase in both innovative income streams and financial performance.

Table 1: Secondary Empirical Evidence on the Strategic Business Importance of Diversity.

Published Secondary Source	Diversity Dimension Studied	Key Empirical Finding / Organizational Outcome
McKinsey & Company (2023) 1,265 companies across 23 countries	Executive Team Ethnic Diversity	Companies in the top quartile for ethnic diversity are 39% more likely to financially outperform bottom-quartile peers.
McKinsey & Company (2023) 1,265 companies across 23 countries	Board of Directors Gender Diversity	Firms in the top quartile for board gender diversity are 27% more likely to achieve above-median financial returns.
McKinsey & Company (2023) 1,265 companies across 23 countries	Combined Gender & Ethnic Executive Diversity	Companies in the bottom quartile for both dimensions are 66% less likely to outperform financially (up from 27% in 2020), showing a steepening performance penalty.
Boston Consulting Group & TU Munich (Lorenzo et al., 2018) 1,681 firms globally	Multidimensional Leadership Diversity (Industry, Origin, Career Path, Gender)	Organizations with above-average leadership diversity earn 45% of total revenue from innovation, compared to 26% at below-average firms (a 19 percentage-point gain).
Herring (2009) National Organizational Dataset	Racial and Gender Workforce Diversity	Higher workforce diversity correlates positively with higher sales revenue, larger customer bases, and stronger relative market share.

Table 1 provides further insight as to why diversity is key for businesses. BCG analysis of 1,681 firms has shown that businesses with diverse leadership are 45% more likely to achieve revenues through novel products and services than those with homogenous leadership; thereby demonstrating how both intellectual and cultural diversity encourages innovation. Additionally, according to McKinsey's global research, the cost of underperformance in relation to diversity has increased by over two-fold since 2020. Today, firms within the bottom quartile of diversity performers are 66% less likely to exceed sector average performance. Finally, diverse employees allow for a broader recruitment pool to be accessed and also enable businesses to better comprehend different consumer segments.

5.2 Applying Equity in Real Workplace Decisions (Objective 2)

Although global research has established that diversity can bring tangible benefits to a company, further analysis of the Indian workplace underlines the importance of fairness in order to enable a diverse workforce. Data from Avtar & Seramount's Best Companies for Women in India (BCWI) benchmarking programme (2023-2026), which assesses more than 300 leading Indian companies in different industries, reveals a disparity between the recruitment of junior staff and progression into senior positions. This is shown below in Table 2.

Table 2: Secondary Benchmark Data on Representation & Equity Enablers in Corporate India. (Avtar & Seramount)

Benchmark Dimension	Published Secondary Data Metric	Analytical Insight on Workplace Equity
Sectoral Workforce Representation (2026 BCWI)	Professional Services: 45.6% ITES: 39.8% Global Capability Centres: 38.1% Pharmaceuticals: 17.3% Manufacturing: 13.1%	Service and knowledge sectors achieve strong gender representation, while manufacturing and industrial sectors face persistent entry barriers.
Leadership Pipeline Drop-Off (2026 BCWI)	Overall Workforce Share: ~34.6% Managerial Level Share: 27.0% Corporate Executive Share: 16.7% (14.2% in Indian-HQ firms)	Representation narrows sharply before senior management, proving that entry-level hiring alone fails without equitable promotion pathways.
Career Re-Entry vs. Advancement Gap (2026 BCWI)	83% of Indian-HQ benchmark companies run formal second-career returnship programs (vs. 70% US-HQ firms).	Indian companies actively welcome professionals returning from career breaks, yet without equitable access to stretch roles, re-entry rarely leads to C-suite roles.
Structured Equity Practices (BCWI Benchmark)	96% train hiring managers in cultural competence; 87% mandate diverse interview panels; 45% run formal career sponsorship.	Leading employers replace informal hiring and promotion habits with structured, bias-checked HR systems.

Table 2 shows that poor equality can inhibit diversity within an organization. Despite 83% of Indian headquartered benchmark companies having structured returnship programmes in

place, and employing in total around 31-35% women, this percentage falls significantly to 27% for women in senior management and then further to just 16.7% in executive management. Further employee exit data from the benchmark, shows that 89% of women and 93% of men leave organizations for career progression related reasons of further concern is that employees are now more likely to exit for health and wellbeing reasons (30%) than for parental reasons (28%) during their careers. Equalities can thus be effectively addressed through tangible action in relation to the five key human resource areas shown in Table 3.

Table 3: Practical App.

Workplace Function	Common Systemic Barrier	Equitable Workplace Practice	Documented Organizational Benefit
Recruitment & Selection	Unstructured interviews and employee referral loops that favor familiar profiles.	Blind resume screening, standardized skill rubrics, and diverse interview panels (used by 87% of BCWI leaders).	Wider applicant access and fairer hiring decisions.
Compensation & Pay Parity	Unexplained salary gaps caused by opaque negotiations and prior pay history.	Regular pay-equity audits, transparent salary bands, and objective bonus formulas.	Stronger distributive justice and higher employee trust.
Performance Appraisals	Subjective manager ratings rewarding office visibility over measurable results.	Clear KPI scorecards, multi-rater feedback, and cross-team calibration reviews.	Lower evaluation bias and stronger work motivation.
Career Sponsorship & Mobility	Informal mentoring circles leaving underrepresented staff out of visible projects.	Formal executive sponsorship programs, rotational tracks, and transparent promotion rules.	Closes the mid-to-senior leadership pipeline gap.
Wellbeing & Work Flexibility	Rigid schedules and uniform policies overlooking health, caregiving, or neurodiversity.	Hybrid/flexible work options, physical and mental wellness support, and inclusive parental leave.	Reduced mid-career attrition and sustained engagement.

Lication of Equity Across Core Workplace Functions

How to Build an Inclusive Work Environment (Objective 3)

Further research in organizational psychology and business culture also confirms that inclusion underpins an effective strategy for both diverse recruitment and equitable business practices. Research on people feeling included (such as Deloitte and business inclusion research) indicates that 90% of people consider inclusion integral to their job satisfaction. Furthermore, people who feel included are more likely to go above and beyond in their work,

demonstrate improved teamwork and have greater retention. Like-wise, BCG has recognized that in order to realise the benefits of a diverse workforce, businesses should involve management in inclusion (86% of researched businesses stated this as key), embrace diverse thinking (71%) and intentionally construct teams reflecting differing profiles (50%).

Five key areas can be identified which contribute to creating an inclusive working environment. These include:

1. Psychological Safety: As shown by Edmondson (2018), team leaders can enhance psychological safety by encouraging diverse views within teams, using errors as valuable experiences and never cutting off or failing to value the input of more reserved and/or less experienced members of a team.

2. Developing Supervisors and Middle Management: Due to evidence from Gallup (global data) that demonstrates managers are responsible for 70 per cent of team engagement variation, businesses should train managers to demonstrate good listening skills; provide supportive and fair feedback; allocate work without bias; and reward individuals consistently.

3. Encouraging Employee Resource Groups (ERGs): Strong affinity and ERGs are recognized by McKinsey (2023) as amongst the top five factors influencing an organization's overall DEI success. They facilitate mutual support, inter-level coaching and also offer employees a means of communicating directly with upper management.

4. Applying and adapting an Inclusive Approach: Businesses analyze how they conduct business and apply inclusive principles. For example, utilise suitable and considerate vocabulary; adapt meeting times so that those in differing time zones are not disadvantaged; respect different cultural celebrations; and ensure that individuals working remotely or in a hybrid capacity have equal exposure and access to business projects as those who work on-site.

5. Monitoring Individuals' Sense of Belonging using Detailed Data Analysis: Good organizations analyze pulse survey results in detail, analyzing them according to several criteria such as gender, length of service, department and working location. This assists in identifying early any under-represented sub-sections within a workforce and ensures that leaders are held accountable.

5.4 Cross-Study Synthesis: Connecting Culture Enablers to Engagement

Analysis of research undertaken by McKinsey, BCG, Gallup and Avtar & Seramount highlights common themes that emerge within effective businesses. Diversity promotes

innovation. Equity addresses business barriers and an inclusive environment encourages staff involvement. The key research points can be summarised in table 4 below.

Table 4: Cross-Study Secondary Synthesis of Cultural Enablers and Engagement Outcomes.

Cultural Pillar	Published Secondary Benchmark	Core Organizational Barrier	Practical Leadership Action
Managerial Inclusion & Coaching	Gallup (2025): Managers drive 70% of team engagement variance; only 20% of workers globally are engaged.	Top-down supervision and unexamined affinity bias when assigning daily tasks.	Train supervisors in active listening, psychological safety, and equitable feedback.
Openness to Cognitive Diversity	BCG (2018): 86% cite active management support and 71% cite cognitive openness as vital for innovation.	Groupthink and subtle dismissal of unconventional or junior viewpoints in meetings.	Use structured debate norms and inclusive meeting facilitation.
Belongingness & Psychological Safety	Workplace Belonging Benchmarks: 90% of workers view belonging as critical to satisfaction and retention.	Assimilation pressure forcing non-traditional employees to hide authentic perspectives.	Support Employee Resource Groups (ERGs) and respect diverse cultural identities.
Equitable Advancement & Sponsorship	Avtar & Seramount (2026): Women hold 27% of managerial roles but only 16.7% of executive positions.	Informal sponsorship networks restricting access to P&L and high-visibility roles.	Enforce transparent promotion rubrics and formal executive sponsorship tracks.

As indicated in Table 4, all key secondary research highlights that, rather than being dictated by an organization's yearly policies, its culture is largely influenced by regular management behaviours. Staff engagement is increased and staff voluntary leavers reduced when line managers encourage diversity and the HR function ensures equal pay and progression opportunities.

6. Theoretical Framework

Four established management and psychological theories explain how Diversity, Equity, and Inclusion build an engaging workplace culture:

6.1 Organizational Culture theory (Schein, 2010)

Schein proposes a three-level approach to organizational culture which includes artefacts, manifest values and latent values. People will always favour latent values (unspoken beliefs)

when making decisions compared to manifest values (official values). Schein's theory illustrates that even well produced DEI initiatives can be ineffective if the behaviours used to promote them continue to be politically charged. True organizational culture change can only occur when an organization ensures that leaders' behaviour and incentive structures are consistent with its manifest DEI values.

6.2 Social Exchange Theory (Blau, 1964)

According to Peter Blau's Social Exchange Theory people engage in exchanges at work. If a company is truly committed to fair treatment and has procedures in place such as equal pay assessments, fair appraisal processes and good employee well-being initiatives then staff will feel appreciated. They will then respond by being more devoted, motivated and committed to the business.

6.3 Optimal Distinctiveness Theory (Brewer, 1991)

Marilynn Brewers' Optimal Distinctiveness Theory explains that individuals are most likely to feel a sense of belonging within a group where members can both 'fit-in' and be recognized for their individuality. Good inclusive environments are able to achieve both of these, so that staff can celebrate their individuality and still feel part of and motivated by common objectives.

6.4 Personal Engagement and Psychological Safety (Kahn, 1990; Edmondson, 2018)

By integrating Kahn's 3 psychological engagement drivers (purpose, safety and availability), with Edmondson's research on psychological safety within teams, it becomes apparent how inclusion influences performance. Inclusive leaders eliminate employees' social fears and so allow staff to fully utilise both their mental and emotional resources in a team setting.

7. Recommendations

7.1 Strategic Recommendations for Organizations and HR Leaders

Progress and promote talent

Secondary data analysis has shown significant under-representation in senior positions, therefore companies should mentor under-represented employees through their careers and link them to executive champions. An open career progression route should also be established.

Ensure objective recruitment and appraisal practices are in place

Standardise processes such as interviewing, selection panels, appraisals and salary benchmarking to uphold both process and outcome equality.

Relate well-being to inclusion

As secondary data analysis has highlighted that employee well-being is a key factor in mid-career resignations, companies should offer adaptable working patterns and good access to mental and physical health resources.

Analyze culture by sub-group:

Break down and analyze engagement rates, progression timescales and resignation figures by gender, age and function in order to identify and address early on, culture related issues within specific sub-groups.

7.2 Practical Recommendations for Frontline and Middle Managers

- **Inclusive meetings** – Allow those less vocal or working remotely to contribute within the meeting before higher profile individuals. Encourage team members to take turns leading meetings and ensure that team members are recognized for the ideas that they produce.
- **Evenly allocate high impact projects** – Monitor which team members are allocated new and/or client facing projects so that high impact work is not continually given to the same people.
- **Psychological safety** – Be open to feedback and recognise areas where you lack knowledge. Also, encourage a culture where mistakes can be made and then learnt from by the wider team.

7.3 Recommendations for Management Education

Embed Inclusive Leadership within MBA curriculum – Schools of business should embed real-world examples on diversity, equity and inclusion; global project work and principles around organizational justice to teach incoming managers how to manage in a pluralistic environment.

8. Implications

8.1 Theoretical Implications

This research adds to both organization behaviour and human resource management knowledge through integration of 4 key theories: Organizational Culture Theory; Social Exchange Theory; Optimal Distinctiveness Theory and Psychological Safety. It highlights how structural and process inclusion are key mechanisms which facilitate the conversion of an organizations diverse workforce into engaged staff.

8.2 Practical and Managerial Implications

Business leaders, HR professionals and team heads can utilise the research detailed in this paper to recognise DEI as key to innovation, superior financial performance and employee

retention. Within the report, global research (McKinsey, BCG and Gallup) is analyzed alongside Indian industry specific research (Avtar & Seramount) in order to provide useful insights for managers, enabling them to address leadership development issues and further boost general staff trust.

9. CONCLUSION

Organizations benefit from a culture that is diverse, equitable and inclusive. Global and Indian organizations have repeatedly provided secondary evidence that diversity promotes quality decision making and innovative income generation together with improved knowledge of customers. However, an inclusive environment cannot effectively retain high calibre employees if an individual perceives the organization to be untransparent and inequitable.

Equity underpins an organizations' trust at every level of employment. This is achieved via non-discriminatory recruitment, equal remuneration and objective assessment procedures, alongside structured mentoring. Furthermore, inclusion enables equity to be applied within teams, by encouraging a sense of psychological safety, supportive leadership and a feeling of real inclusion. Organizations that genuinely embrace diversity, equity and inclusion not only establish more equitable environments, but also successfully harness the passion, ingenuity and commitment of their workforce. Such organizations therefore maintain enduring business advantage.

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