Investigating companies' commitment to inclusive corporate culture preservation

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Abstract

Diversity and inclusion are important metrics for employers to build a reputation as an employer of choice. However, existing literature provides an ambiguous understanding of the topic, as debates among scholars regarding the actual impacts of diversity on the performance of organizations are ongoing. In this regard, this study surveyed 173 employees to obtain an honest picture of how they perceived their employers' commitment to preserving diversity and inclusion at work. This study found that many respondents were unsure of the inclusive practices their employers carried out due to gaps between what their employers promised to deliver and what they actually delivered.

1. Introduction

The importance of diversity to organizations has become more inevitable today as it continues to expose organizations to real-life challenges and opportunities.

On one hand, globalization forces organizations to address the issue of diversity and inclusion appropriately. On the other hand, companies strive to build their public image as organizations that preserve diversity and inclusion so they may attract top talents or act as employers of choice. Three of four job seekers and employees claimed they would evaluate job offerings according to how well employers preserve diversity and inclusion at their workplaces (What Job Seekers Really Think About Your Diversity and Inclusion Stats, 2021).

Diversity and inclusion affect all areas of organizations. Consequently, employees who experience unfair treatment at work will immediately feel those values first-hand. A survey of 2,000 adults in the UK found that more than a third of the total respondents stated they experienced discriminatory practices in the workplace, with age discrimination being the most frequently reported case (Workplace discrimination statistics in 2021, n.d.).

Intriguingly, Littler's survey found that 57% of C-suite executives in the US claimed they had raised their commitment to diversity last year (Inclusion, Equity and Diversity C-Suite Survey Report, 2024), while only less than one-third of Fortune 500 companies stated in their diversity, equity, and inclusion (DEI) that they acknowledged the importance of diversity at work (Corporate Diversity Data: What Fortune 500 DEI Reports Reveal, 2023).

In this context, this study investigates the importance of diversity and why organizations should preserve it. 173 participants took part in the survey consisting of 16 questions. The survey intended to gather information about how employees perceive their employer's commitment to diversity, including how they value inclusion and ensure justice and equity at work. The survey also sought to understand if participants felt that they belonged to the organizations they worked in. This paper has four chapters, with chapter 2 presenting the literature review, chapter 3 outlining the research methods employed for this study, chapter 4 presenting this study's findings, and chapter 5 presenting this study's summary and finding discussion.

2. Literature review

Organizations need to address the changing composition of the global workforce, with diversity being the central theme of the heterogeneity of today's workforce. Globalization, multiculturalism, declining birth rate, and equality promotion are among the factors that lead to such heterogeneity and, thus, the emergence of new diversity-related issues at work. Intriguingly, Christian et al. (2006) projected that diversity will only be more prevalent in the future, thus forcing employers and employees to embrace it and address it through relevant policies and initiatives. Moreover, the constantly changing demographics as well as sociocultural and economic realities exacerbate the growing significance of diversity and inclusion in organizations (Syed et al., 2009). Groysberg et al. (2013) investigated how business leaders treat diversity as a strategic priority by interviewing 24 CEOs from different industries worldwide and found that they needed diversity to stay competitive or simply felt

that preserving diversity was the right thing to do because they experienced being treated as outsiders.

Carberry et al. (2017) examined employers who were included in Fortune Magazine's "Best Companies to Work For" list to find out if they valued diversity at work. They surveyed employees who were typically regarded as marginalized, to understand if their employers valued fairness (fair treatment) and camaraderie (inclusivity) at work. Carberry et al. (2017) found that marginalized employees working at workplaces included in the "Best Companies to Work For" list valued diversity and inclusivity better than those who were not, although they added that those "best" companies still failed to create an actual equal working environment nonetheless.

In this regard, diversity respects differences among individuals that may encompass their various attributes: gender, age, race/ethnicity, tenure, religious background, sexual preference, educational background, functional background, and many more (Knippenberg et al., 2004). Ferdman (n.d.) claimed that organizations can only benefit from diversity if they adopt inclusion within their operations.

The value-in-diversity perspective promotes that a more heterogeneous workforce typically comes with higher business values, such as higher corporate earnings and profits. Such a perspective claims that diversity at workplaces offers many benefits, including the expansion of employees' perspectives, a more well-defined problem-solving capacity, and a more comprehensive analysis of possible solutions (Herring, 2009). However, some scholars believe that diversity does not offer any added value to businesses. For instance, van Knippenberg et al. (2004) pointed out how diversity may lead to a loss of the sense of community as it creates the "us" versus "them" mentality among employees, thus violating the value-in-diversity belief.

Furthermore, Herring et al. (2009) investigated the impact of gender and racial diversity on business performance through the value-in-diversity and diversity-as-process-loss perspectives and found that diversity may lead to group conflict and betterment of business performance simultaneously. They based the investigation on the data from the U.S. government's 1996 and 1997 Survey of For-Profit Business Organizations which consisted of information about the racial composition of those organizations' full-time employees, sales revenues, customer bases, market shares, and profitability. Those surveys concluded that racial diversity may lead to bigger market shares, enhanced sales revenues, more diverse customer bases, and profit increases, with the latter three also being offered by gender diversity (Herring et al., 2009).

McLeod et al. (1996) investigated the advantages of ethnic diversity for small groups by comparing the performance on a brainstorming task (getting more tourists to visit the U.S.) of diverse (i.e. Anglo-, Asians, Africans, and Hispanic Americans) and homogenous groups (i.e. all Anglo-Americans). The group types were chosen this way for two reasons. First, Anglos represent the majority group in most U.S. organizations. Second, the remaining ethnic groups identified represent the most prevalent subcultural groups in the U.S. workforce. 135 undergraduates and graduates from several academic majors at a large Midwestern university participated in their study. Ideas were assessed by experts in the travel industry using two five-point scales: effectiveness (from 1 = would attract hardly anyone to 5 = would attract mostly anyone; and feasibility (from 1 = infeasible to 5 = definitely feasible). The study

concluded that ideas generated by more diverse groups were significantly more feasible and effective than the ones generated by less diverse groups. This finding showed that groups with diverse ethnicities delivered superior performance on a creativity task requiring knowledge of different cultures. However, such an advantage was evident even in the early phase of group development due to the low communication requirements in the study since subjects simply had to consider all ideas offered by all group members. Nevertheless, the authors emphasized that increasing diversity within a group may help businesses benefit from the various resources that different members add (McLeod et al., 1996).

Backes-Gellner et al. (2009) presented their findings after surveying two million employees from 18,000 German firms which suggested that old and young employees bring different skills and qualifications to their organizations. They also found that productivity rate declines as employees grow older and that age diversity offers benefits and incurs costs to organizations simultaneously. Backes-Gellner et al. (2009) mentioned that age diversity should not be associated with low productivity because its value only declines over time, implying that diversity may lead to high productivity at first before gradually declining to the point that there no longer be any benefit it can offer. In addition, their study found that age diversity is linear with communication costs, with those costs being lower when there is less age diversity within the workplace. However, the diverse skills and qualifications associated with age diversity may serve as a performance boost, especially in organizations that perform creative, problem-solving tasks, implying that those engaging in routine tasks may not enjoy age diversity as much (Backes-Gellner et al., 2009).

A widespread misconception argues that disabled employees are less productive than their non-disabled counterparts (Aichner, 2021). In this context, Kaye et al. (2011) surveyed human resource professionals and managers from organizations that comply with the Americans with Disabilities Act and found several reasons behind employers' reluctance to hire disabled individuals: costs for accommodating disabled employees, lack of knowledge of how to accommodate disabled employees, and the fear of not being able to terminate disabled employees due to the risk of facing lawsuits. On the contrary to such a negative perspective, hiring disabled individuals may provide benefits to employers because those individuals would be highly motivated to perform well at work to prove that they can work like non-disabled employees. As a result, they may offer better productivity, friendlier interactions with customers, and heightened loyalty to their employers (Aichner, 2021).

DDI's 2023 diversity, equity, and inclusion report specified that diversity in leadership may lead to the superior financial capacity of organizations which may reach up to 2.4 times their competitors (Neal et al., 2023).

While showing the importance of diversity in organizations, some authors believe that diversity alone is not enough. They deal with the concept of inclusion, which, due to its vagueness, hinders the utility of inclusion. Shore et al. (2011) developed a framework of inclusion based on Brewer´s Optimal Distinctiveness Theory (Brewer, 1991) stating that individuals need to be similar and distinct from others at the same time, therefore striving to reach a balance between belongingness and uniqueness through an optimal level of inclusion in their group. In this regard, the Optimal Distinctiveness Theory defines inclusion as "the degree to which an employee perceives that he or she is an esteemed member of the work group through experiencing treatment that satisfies his or her needs for belongingness and

uniqueness." (Shore et al., 2011, p. 1265). In their framework, inclusion can occur when teams experience belongingness and uniqueness simultaneously (i.e. high-belongingness/high-uniqueness combination). For example, an older employee with adequate knowledge of the company and the industry, is treated as an insider and as an accepted group member and is valued by the group for his unique abilities, will experience a strong sense of inclusion, and the group will benefit through improved performance. Exclusion, or the low-belongingness/low-uniqueness combination, can seriously affect an employee´s health. In this context, assimilation represents the high-belongingness/low-uniqueness combination, where individuals are accepted as group members when they affirm their commitment to the cultural norms or put aside their differentiating factor (e.g. religion). A practical example of differentiation (low on belongingness and high on uniqueness) is when organizations only hire highly talented and unique employees for the duration of a project. Antecedents of inclusion, such as inclusive climate, inclusive leadership, and inclusiveness practices, are discussed along with the outcomes of inclusion, such as well-being, organizational commitment, job satisfaction, and high-quality relations with group members and supervisors (Shore et al., 2001).

As mentioned earlier, inclusivity enables organizations to optimize the benefits of diversity adoption. Organizations that promote diversity and inclusion may create a sense of belonging among their employees, meaning that no one needs to pretend only to be accepted by their surroundings. Ferdman (n.d.) confirmed that diverse employees will only function as they should when they feel safe, accepted, and valued at work.

While diversity represents the 'what' dimension and deals with workforce composition, inclusion represents the 'how' dimension since it reflects how people work together in a working environment that facilitates the participation of all employees (Ferdman et al., 2014; Verlinden, 2020). Tapia (2009) mentioned that "diversity is the mix while inclusion is making the mix work" (p. 12). Without inclusion, diversity does not work. In this regard, workplace leaders play a significant role in ensuring the effective functioning of diverse work groups. Inclusive leadership, thus, may promote belongingness and the value of uniqueness simultaneously (Randel et al., 2018).

Many Fortune 500 companies possess Employee Resource Groups (ERGs), which may also be called affinity groups, employee networks, employee councils, employee forums, or business resource groups. These groups are voluntary and employee-led. They may accommodate diverse purposes, with the original one being to improve diversity and inclusion (Welbourne et al., 2017; Kaplan et al., 2009).

Baker et al. (2024) highlighted that actual hiring practices often differ from organizations' claims regarding their commitment to preserving DEI. For instance, some companies may use vague and imprecise language to create a loophole in their financial disclosures, especially when it comes to explaining how they value and practice diversity. That way, they could mislead external stakeholders and investors into believing that they highly regard diversity and inclusion while they do not. Consequently, they may gain higher scores from environmental, social, and governance (ESG) rating organizations, allowing them to attract potential investors with an ESG focus (Baker et al., 2024).

Furthermore, a McKinsey study concluded that effective ERGs may enhance an organization's likelihood of succeeding in its attempt to preserve inclusion at work. The study found that

employees participating in effective ERGs scored higher in inclusion rating than their counterparts who did not participate in such groups (Catalino et al, 2022). In addition, Ball et al. (2005) investigated the availability of representative workforce diversity policies in the top 100 companies on the Fortune 500 list in 2003 and found that only 42% of the 92 companies explicitly mentioned people with disabilities in their policies, while 47% of companies with such policies did not specify which groups contributed to their diverse workforce. Intriguingly, those that explicitly mentioned disabled people in their policies did not have any strategy to follow up those policies (Ball et al., 2005).

Furthermore, Jonsen et al. (2021) mentioned that organizations use diversity and inclusion as their strategy to attract top talents. In addition, organizations used these two points to build their image as an employer of choice. In this context, this study investigated the gender statements in 70 of 75 corporate websites, and 65% of them specifically had disability statements. Ethnicity and race statements were apparent in 67% of US companies and 87% of UK companies, with geographically-bounded dimensions (e.g. nationality, country of origin, and culture) being apparent in more than 90% of the investigated websites (Jonsen et al., 2021).

3. Research methodology

This study involved a questionnaire consisting of 16 questions which was distributed to employees from different countries in diverse industries using the search functions of online professional networks. The questions were divided into the following thematic blocks:

The question blocks in the questionnaire were structured thematically as follows:

- Questions 1 to 6: sociodemographic questions.
  - gender, age, race and ethnicity, (type of) disability, religious affiliation, role at work
- Questions 7 to 16: respondent´s workplace situation regarding diversity and inclusion and assessment of the employer regarding certain diversity and inclusion issues
  - sense of belonging, openness of the employer to various points of view, justice and equity for every employee, inclusive practices at workplace, facilitation of Employee Resource Groups etc.

Table 1 shows the diverse groups to which respondents belonged as they identified themselves by responding to questions regarding their identity in the questionnaire. Meanwhile, Table 2 presents he distribution of respondents, with the composition of respondents according to their gender as follows: 93 men, 77 women, 2 transgender, and 1 other. Meanwhile, the mean of respondents' age was 4,202 (as shown in Table 2).

Table 1: values of demographic variables

What is your gender	What is your age group	What is your race and ethnicity?	Do you have any disability?	What is your religion?
1 Man 2 Woman 3 Transgender or Nonbinary 4 Other 5 Prefer not to say	1 < 15 2 15-20 3 21-30 4 31-40 5 41-50 6 51-60 7 61+ 8 prefer not to say	1 American, Indian, or Alaskan native 2 Asian 3 Black 4 Hispanic or Latinx 5 Multiracial or Multiethic 6 Native Hawaiian and Other Pacific Islanders 7 White 8 Other 9 Prefer not to say	1 No 2 vision impairment 3 deaf or hard of hearing 4 mental health issue 5 intellectual disability 6 acquired brain injury 7 autism spectrum disorder 8 physical disability 9 Other 10 prefer not to say	1 None 2 Christianity 3 Buddhism 4 Hinduism 5 Jewish 6 Islam 7 Sikh 8 Other 9 Prefer not to say

Source: own table

Table 2: Means of demographic variables

	N	Mean	Std. Deviation	Variance
What is your gender?	173	1,486	,555	,308
What is your age?	173	4,202	,949	,901
What is your race and ethnicity?	173	3,850	2,370	5,619
Do you have any disability?	173	1,468	1,745	3,047
What is your religion?	173	3,358	2,107	4,438
Valid N (listwise)	173			

Std. Deviation and Variance use N rather than N-1 in denominators.

Source: own table

4. Research results

The majority of respondents (as shown in Figure 1) responded to the statement "I think the organization I currently work at recognizes diversity and inclusion" with 'agree' (47%) or 'strongly agree' (45%). 6% answered 'neither agree nor disagree', and only 2% answered 'disagree'. This statistic shows that the employers of the participants surveyed are mostly concerned with diversity and inclusion at work. As stated in the literature section, possible reasons for such a concern may include the expectation to benefit from diversity and inclusion

adoption and the capacity to build its image as a company that promotes diversity and
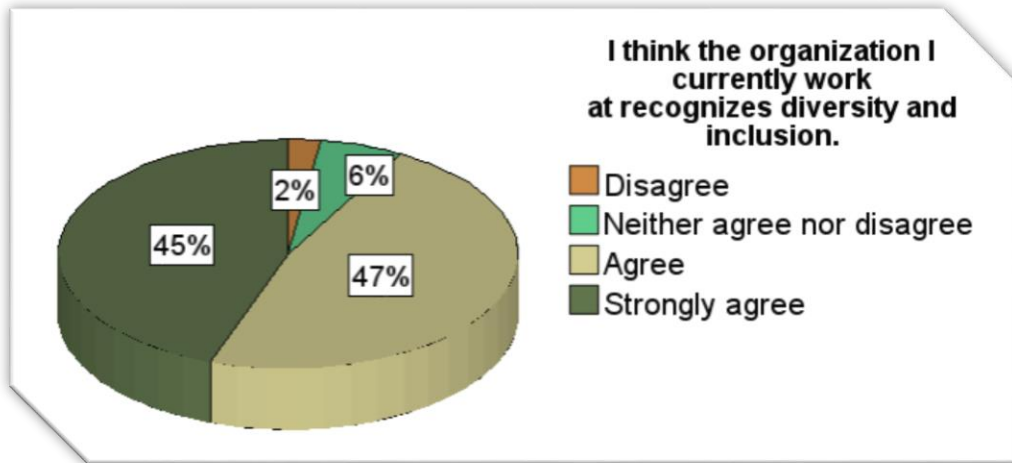recognizes every employee's potential.

Figure 1: Employers' recognition of diversity and inclusion at work
Source: output from SPSS

More than half of respondents (52%) thought there was no gap between what the organization
they currently work at promised to deliver and what it actually delivered regarding diversity
and inclusion (see Figure 2). 21% of respondents answered the question "Is there a gap
between what the organization you currently work at promises to deliver and what it actually
delivers regarding diversity and inclusion" with 'I am not sure'. 27% of them believed there
was a gap between what was promised and what was delivered in terms of diversity and
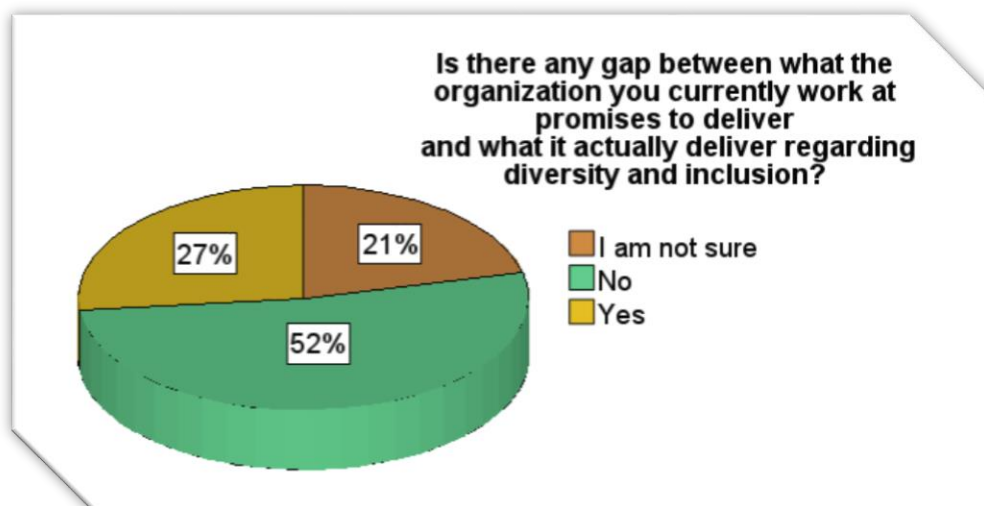inclusion (see Figure 2).

Figure 2: Comparison of promises and actual delivery of diversity and inclusion
Source: output from SPSS

A vast majority of respondents answered the statement "I feel belong to the organization I currently work at" with 'agree' (39%) or 'strongly agree' (43%). 5% of respondents answered 'disagree' and only 1% answered 'strongly disagree' (see Figure 3).
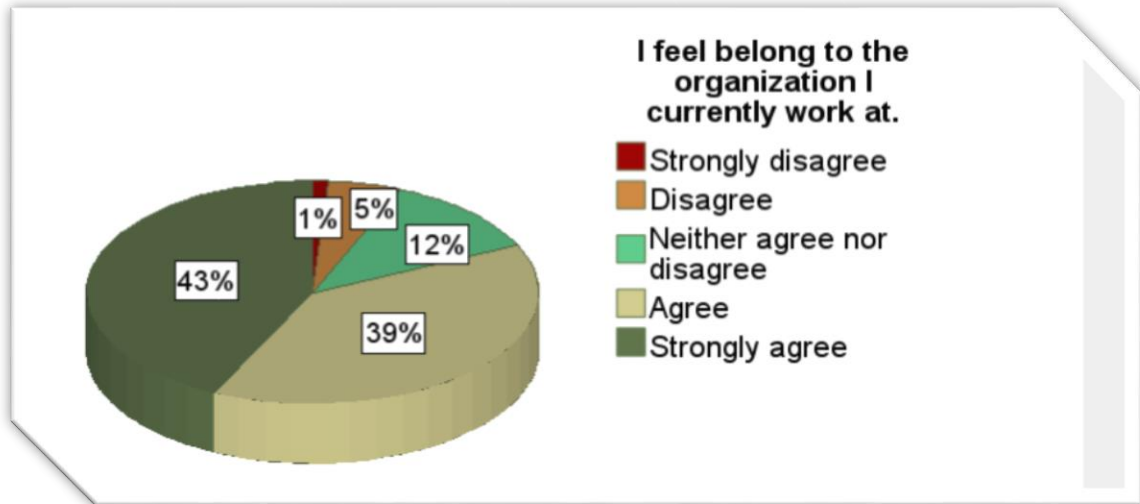

Figure 3: respondents' sense of belonging to their current employer
Source: output from SPSS

This study examined the possibility of a normal distribution of the variables before conducting further statistical tests. The null hypothesis would be that there is a normal distribution and the significance level is above 0.05. All variables, that were based on the Kologormov-Smirnov and the Shapiro-Wilk tests, were not normally distributed because their significance level was less than 0.05 (see Table 3). Consequently, non-parametric tests were further carried out.

Table 3: Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
gender	,346	173	<,001	,679	173	<,001
age	,198	173	<,001	,878	173	<,001
race and ethnicity	,270	173	<,001	,854	173	<,001
disability	,513	173	<,001	,290	173	<,001
religion	,335	173	<,001	,810	173	<,001
equally valued	,263	173	<,001	,807	173	<,001
justice and equity for every employee	,269	173	<,001	,799	173	<,001
feel belonging to the organization	,246	173	<,001	,793	173	<,001
organization recognizes diversity and inclusion	,274	173	<,001	,751	173	<,001
organization appreciates diverse points of view, experiences, styles, and approaches	,264	173	<,001	,822	173	<,001

a. Lilliefors Significance Correction

Source: output from SPSS

The researcher further conducted a non-parametrical Kruskal-Wallis test for more than two independent samples in SPSS to examine whether the samples showed significant differences. The test variable "equally valued" stood for the question "I believe the organization I currently work at values everyone equally." This test variable is now tested with the different grouping variables, specifically with gender, age, race and ethnicity, disability, and religion. The null hypothesis can always be retained, specifically in the tests 'equally valued and gender', 'equally valued and disability', and 'equally valued and religion', meaning that there was no difference between the groups, and thus the null hypothesis was justified. The outcome of the 'equally valued and gender' test showed that in the gender groups "1= man, 2 = woman, 3 = transgender or nonbinary, 4 = other and 5 = prefer not to say", there was no difference in the answer to the question "I believe the organization I currently work at values everyone equally". Meanwhile, the outcome of the "equally valued and religion" test showed that in the religion groups 'None', 'Christianity', 'Buddhism', 'Hinduism', 'Jewish', 'Islam', 'Sikh', 'Other', and 'Prefer not to say', there was no difference in participants' responses to the question "I believe the organization I currently work at values everyone equally". However, there was a difference noted between the groups in the tests "equally valued and age" and "equally valued and race and ethnicity", with the significance being smaller than 0.05 (see Table 4). This outcome justified the alternative hypothesis. That said, the responses to the question "I believe the organization I currently work at values everyone equally" confirmed that differences existed between the different age groups (i.e. '< 15', '15-20', '21-30', '31-40', '41-50', '51-60', '61+', and 'prefer not to say'), with their variables being equally valued. Differences also existed between different race and ethnicity groups.

Table 4: Kruskal-Wallis-Test Outcome

age groups	race and ethnicity groups

age groups

Ranks

	age	N	Mean Rank
equally valued	15-20	1	28,50
	21-30	45	91,96
	31-40	58	75,97
	41-50	59	100,21
	51-60	7	65,00
	61+	3	37,00
	Total	173	

Test Statistics[a,b]

	equally valued
Kruskal-Wallis H	14,907
df	5
Asymp. Sig.	,011

a. Kruskal Wallis Test

b. Grouping Variable: What is your age?

race and ethnicity groups

Ranks

	race and ethnicity	N	Mean Rank
equally valued	American, Indian, or Alaskan native	28	107,29
	Asian	28	95,14
	Black	53	96,72
	Hispanic or Latinx	11	76,73
	Multiracial or Multiethic	3	11,00
	Native Hawaiian and Other Pacific Islanders	2	71,50
	White	34	67,41
	Other	12	61,17
	Prefer not to say	2	105,50
	Total	173	

Test Statistics[a,b]

	equally valued
Kruskal-Wallis H	26,876
df	8
Asymp. Sig.	<,001

a. Kruskal Wallis Test

b. Grouping Variable: What is your race and ethnicity?

Source: output from SPSS

The researcher performed a chi test to test the connection between the variable 'employer ensures justice and equity for every employee' and one of the demographic variables (i.e. gender, age, race/ethnicity, religion, and disability). The null hypothesis was that those variables were independent variables. Regarding the relationship between the 'employer ensures justice and equity for every employee' variable and the 'race/ethnicity' variable, the p-value was 0,002, meaning the result was significant and, thus, justified the association between the two variables (As shown in Table 5).

Table 5: Crosstabulation and Chi-Square-Test

Count		American, Indian, or Alaskan native	Asian	Black	Hispanic or Latinx	Multiracial or Multiethic	Native Hawaiian and Other Pacific Islanders	White	Other	Prefer not to say	Total
							What is your race and ethnicity?				
The organization I currently work at ensures justice and equity for every employee.	Strongly disagree	0	0	0	0	1	0	2	0	0	3
	Disagree	1	3	5	0	1	0	5	2	0	17
	Neither agree nor disagree	2	2	2	5	0	0	3	2	0	16
	Agree	10	13	18	3	1	2	15	5	1	68
	Strongly agree	15	10	28	3	0	0	9	3	1	69
Total		28	28	53	11	3	2	34	12	2	173

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	59,423[a]	32	,002
Likelihood Ratio	43,083	32	,091
Linear-by-Linear Association	8,621	1	,003
N of Valid Cases	173		

a. 36 cells (80,0%) have expected count less than 5. The minimum expected count is ,03.

Source: output from SPSS

As shown in Table 6, the p-value for the relationship between the variable 'employer ensures justice and equity for every employee' and the 'disability' variable was smaller than 0,001, meaning that it was significant and, thus, justified their association with each other.

Table 6: Crosstabulation and Chi-Square-Test

Count		No	vision impairment	deaf or hard of hearing	mental health issue	intellectual disability	autism spectrum disorder	physical disability	Other	prefer not to say	Total
						Do you have any disability?					
The organization I currently work at ensures justice and equity for every employee.	Strongly disagree	2	0	0	0	0	1	0	0	0	3
	Disagree	15	1	0	0	0	0	0	0	1	17
	Neither agree nor disagree	14	0	0	1	0	0	0	0	1	16
	Agree	63	0	2	0	0	0	0	2	1	68
	Strongly agree	63	2	0	1	1	0	1	1	0	69
Total		157	3	2	2	1	1	1	3	3	173

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	77,488[a]	32	<,001
Likelihood Ratio	30,549	32	,540
Linear-by-Linear Association	1,712	1	,191
N of Valid Cases	173		

a. 41 cells (91,1%) have expected count less than 5. The minimum expected count is ,02.

Source: output from SPSS

Regarding the question of whether respondents' employers facilitated ERGs, 27% of respondents answered 'yes', while 52% answered 'no' and 21% answered "I am not sure".
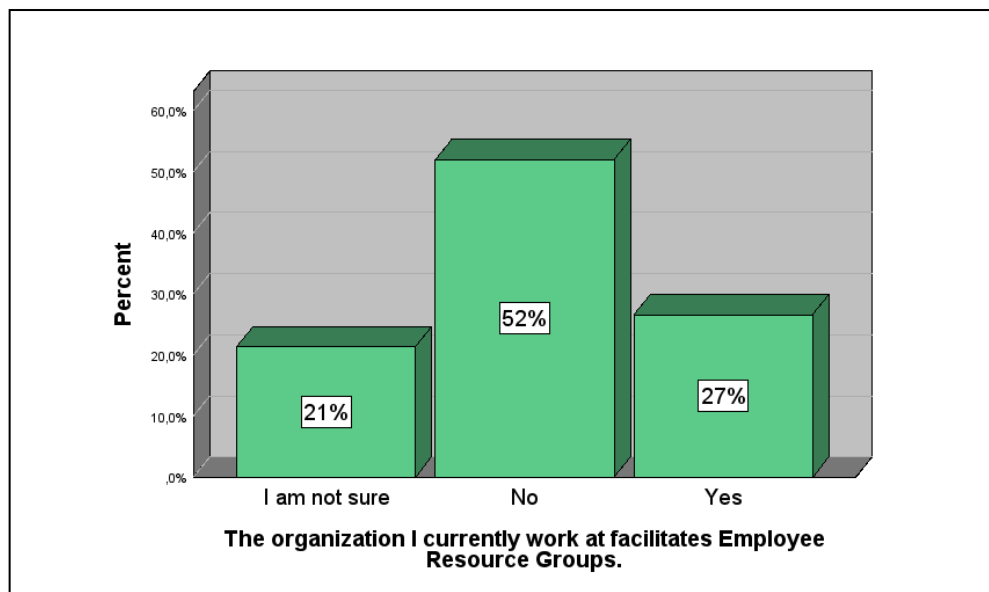

Figure 4: Employee Resource Groups
Source: output from SPSS

Respondents responded to the statement, "The organization I currently work at ensures justice and equity for every employee" in the following proportion: 40% of them answered "strongly agree", 39% answered "agree", 9% answered "neither agree nor disagree", 10% answered "disagree", and 2% answered "strongly disagree".

When responding to the statement, "The organization I currently work at appreciates diverse points of view, experiences, styles, and approaches, even the ones deviating from the norm", 35% of respondents answered "strongly agree", 44% answered "agree", 13% answered

"neither agree nor disagree, 7% answered "disagree", and 1% answered "strongly disagree".
Moreover, 73% of all respondents believed that their employers carried out inclusive
practices, and 57% of them answered "yes" to the statement "The organization I currently
work at promotes itself as a company that values diversity and inclusivity at work on external
communication channels (e.g. website and social media platforms)".

To answer the question, "What inclusive practices are employed in the organization you
currently work at?", respondents provided diverse responses due to the question being open-
ended. Thus, the following responses were among those gathered:

- "Providing flexible work arrangements to accommodate diverse needs and lifestyles"
- "They celebrate every festival"
- "They do not discriminate in giving higher appointments to women based on merit"
- "Employees have a voice and there is feel a sense of uniqueness and belonging"
- "Seeking opinions of staffs before taking vital action"
- "Being included to participate in diverse projects as long as you are trained for them"
- Etc.

The diverse responses gathered indicate the diverse comprehension and perception of
respondents of their employers' commitment to preserving diversity and inclusion. In general,
it is safe to say that they had adequate comprehension of their employers' diversity and
inclusion practices.

5. Discussion and Summary

This study investigated employees' perceptions of their employers' commitment to preserving
diversity and inclusion at work by asking 16 questions, including those as follows: "I think the
organization I currently work at recognizes diversity and inclusion"; "I feel belong to the
organization I currently work at"; "The organization I currently work at adopts inclusive
practices", and; "The organization I currently work at promotes itself as a company that
values diversity and inclusivity at work on external communication channels".

A vast majority of the 173 respondents claimed their employers acknowledged diversity and
inclusion, with nearly 27% of them noticing a gap between what their employers promised
regarding diversity and inclusion and what they actually delivered. Most respondents felt a
sense of belonging to their employers. Regarding the question of whether the current
employer valued everyone equally, responses showcased significant differences between
different age groups and race/ethnicity groups. This study also confirmed the association
between the 'disability' and the 'employer ensures justice and equity for every employee'
variables as well as the association between the "race and ethnicity" and the 'employer
ensures justice and equity for every employee' variables.

Intriguingly, 21% of respondents were unsure if their employers facilitated ERGs, although
73% of respondents claimed their employers adopted inclusive practices. These practices vary
among employers, including but not limited to racial quotas, social quotas, inclusion of people
with disabilities in the labor market, diversity of ethnicities, and provision of flexible work
arrangements to accommodate diverse needs and lifestyles.

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