

DISSERTATION

**ANALYSING THE IMPACT OF DIVERSITY AND INCLUSION
ON COMPANY PERFORMANCE AND EMPLOYEE
SATISFACTION: *The case of Daigeo beverage, UK***

By

Name: SAINATH SEVAKULA

Student id: 2245103

Module code: LCMB7020

to



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

**Master's Degrees by Examination and Dissertation
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I, [INSERT NAME], declare that this dissertation has been composed by myself, that the work contained herein is entirely my own except where explicitly stated otherwise in the text, and that this work has not been submitted for any other degree or qualification, in whole or in part, except as specified.

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Date: 20 December, 2024

Abstract

This dissertation seeks to analyse the role of Diversity and Inclusion (D&I) strategies on the outcome of organisational performance as well as the satisfaction of employees with special reference to Diageo. The research uses a secondary qualitative thematic analysis methodology to examine the impact of D&I practices on business performance and employees' wellness. The major objectives are to review current trends and strategies related to D&I; explore the impact of the D&I approaches used on organisational performance, specifically, their ability to enhance employee satisfaction; to determine the major factors influencing the efficiency of D&I; and to analyse the connection between D&I concept and increased level of employees' engagement and their desire to remain within the organisation. Diversity and inclusion (D&I) practices positively impact Diageo's reputation. They play a vital role in promoting diversity and inclusion practices worldwide. This organisation is recognised as a leader in implementing diversity and inclusion practices in managing employees and organisational businesses.

Research suggests that Diageo's D&I policy improves organisational performance since a diverse and inclusive environment increases innovativeness and productivity. The study also reveals that the organisation's culture of inclusion also significantly relates to employees' job satisfaction and engagement, where employees who think Diageo is inclusive are more satisfied and engaged with their jobs than those who are of the opposite view. Furthermore, the analysis reveals many appreciable factors, such as leadership commitment and the organisation's compliance with corporate social responsibility, that influence the success of D&I initiatives. The study provides evidence for the hypothesis that an environment free from discrimination has a positive impact on employee engagement and turnover and underscores the shareholder value of diversity and inclusion. It is recommended that leadership support for D&I remain strong and closely connected to other organisational objectives and that various challenges associated with implementation be discussed. These measures are critical when seeking to harness the potential of D&I to enhance organisational performance as well as improve staff satisfaction.

Table of Contents

Chapter 1: Introduction	6
1.1 Introduction to the Research Topic.....	6
1.2 Background	6
1.3 Rationale	7
1.4 Problem Statement.....	8
1.5 Aim and Objectives	9
1.6 Research Questions.....	10
1.7 Significance of the Study	10
1.8 Scope and Limitations.....	11
1.9 Structure of the Dissertation.....	12
1.10 Definitions of Key Terms.....	13
1.11 Summary	14
Chapter 2: Literature Review	15
2.1 Introduction to Diversity and Inclusion	15
2.2 Importance of Diversity and Inclusion for performance of Diageo Beverage	15
2.3 Importance of Diversity and Inclusion for Employee Satisfaction	16
2.4 Challenges and Barriers to Diversity and Inclusion	18
2.5 Theoretical Frameworks	20
2.6 Factors Influencing Diversity and Inclusion Initiatives	27
2.7 Role of leadership in promoting D&I within Diageo Beverage.....	28
2.8 Best Practices and Strategies	28
2.9 Literature Gap.....	29
2.10 Conceptual Framework	31
2.11 Summary	32

Chapter 3: Research Methodology	33
3.1 Introduction to the chapter	33
3.2 Research Philosophy	33
3.3 Research Approach	33
3.4 Research Design	34
3.5 Data Collection Method	35
3.6 Sampling Method	35
3.7 Sample Size	36
3.8 Data Analysis	36
3.9 Ethical Consideration	37
3.10 Summary	38
Chapter 4: Findings and Analysis	39
4.1 Introduction	39
4.2 Findings	39
4.3 Discussion	52
4.4 Conclusion	53
Chapter 5: Conclusion and Recommendations	54
5.1 Conclusion	54
5.2 Linking with objectives	55
5.3 Limitations of this research	59
5.4 Future Scope	59
5.5 Recommendations for Future Research	60
Reference List	63

List of Figures

Figure 1.1: Net income of Diageo beverage from 2019 to 2023	9
Figure 1.2: Dissertation Structure	13
Figure 2.1: Number of employees of Diageo beverage from 2017 to 2022	18
Figure 2.2: Social Identity Theory	20
Figure 2.3: Resource-Based View (RBV)	22
Figure 2.4: Social Exchange Theory	24
Figure 2.5: Inclusive Leadership Theory	25
Figure 4.1: Benefits of diversity and inclusion in the workplace	41
Figure 4.2: Diageo sales distribution in the global market in million USD in 2024	43
Figure 4.3: Employees believe diversity and inclusion is essential to a supportive company culture	51

Chapter 1: Introduction

1.1 Introduction to the Research Topic

The dissertation introduction will be viewed as a door, which can help the readers to know the situation where the research was carried out, objectives and aim of the study, the importance of the study, and the problem that the research will address. This research aims to find out how diversity and inclusion management is affecting the Diageo beverage can the level of employee satisfaction in Great Britain. This is one of the things that companies such as Diageo must bear in mind since diversity and equal opportunities in the work environment could be the decisive factor in making the company prosper in the globalized and multi-cultural world. To fill the gaps in existing literature, this study shall employ the interpretivist philosophy, inductive approach as well as exploratory research design. Recourse to secondary data and purposive sampling will reveal new knowledge on diversity and inclusion effects. Patterns shall be unmasked by thematic analysis, which will fill the existing gaps in the research directly as well as expand the knowledge of organisational processes. The study through a microanalytic approach intends to disclose the practical consequences of implementing diversity and inclusion strategies which can finally lead organisations to improved performance and the creation of a more enriching atmosphere for employees.

1.2 Background

According to Afshari and Nasab (2021), the role of D&I as an essential element in the current business context cannot be overestimated. Diversity is when there are multiple groups with different traits and background, whereas inclusion is about creating an atmosphere where every person feels accepted and involved. This recognition came about with the acknowledgement that diverse teams are creative, innovative and productive. Many studies contribute to the positive relation between diversity and business performance, stressing the superiority of diversity teams in decision-making and innovation. In addition, legal demands and regulations require businesses to be proactive in promoting D&I to avoid legal issues and to maintain their reputation. Therefore, most of the companies such as Tesco and Unilever have taken their D&I initiatives such as training and mentoring. Although awareness on the D&I topics has been spread, organisations still struggle to achieve their goal of diversification and inclusion. Therefore, this indicates the difficulty of integrating D&I factors in the organisational culture. These obstacles must be overcome to show

the effectiveness of D&I programs in demonstrating the gender diversity and organisational efficiency in the workplace. A crucial impact of D&I on both organisational performance and employee satisfaction in the UK cannot be overstated for UK companies. Now, with intense competition, D&I integration results in innovation, creativity and productivity, which in turn makes attracting and retaining talents easier (Ding and van den Broek, 2023). A diverse culture fosters employee engagement and ultimately job satisfaction which in turn reduces turnover and enhances productivity. Diversity of the team contributes to a competitive advantage, providing various perspectives and consequently better decision making and creativity. The UK law such as the Equality Act of 2010, which contains the principle of D&I, forbids discrimination and requires to follow the law. Diversity and inclusion in the workplace improves employee well-being and corporate effectiveness. Companies must know and practise D&I activities to flourish in the UK market.

1.3 Rationale

What is the issue?

The problem centers on the absence of comprehensive and bespoke approaches related to diversity and inclusion (D&I) in UK corporates using Diageo beverages as an example.

Why is it an issue?

The problem is substantial because organisations such as, face challenges in understanding the direct influence that D&I programs have on company profits and workers satisfaction. Typically these general approaches do not resolve specific organisational challenges thus undermining the effectiveness of D&I efforts.

Why is it an issue now?

It is very essential now because the workplace has become more of a diversity and inclusion culture. Diversity and inclusion are increasingly recognized as essential driving force for innovation, productivity, and talent attraction and retention.

What light does it shed on the research?

This concern highlights the imperative for a detailed comprehension and application of the diversity and inclusion implications which is quite applicable to the **Diageo Beverage**. This research will examine the problem of fostering diversity and inclusiveness and offer advice on how to address the matter and its subsequent implications on organisational outcomes and employee experience (Bonneton et al., 2022).

1.4 Problem Statement

According to Crane and Hartwell (2019), the UK private sector faces challenges that are rooted in the non-existence of a vast amount of literature including complex solutions to the problems of Diversity and Inclusion (D&I). In spite of the hype around D&I, organisations often do not realise the connection these programmes have to business effects and employee satisfaction thus creating a bias against crafting customised solutions which are in tune with the UK market. Often, just-one-scope-fits-for-all-cases does not fit the specific needs of organisations and this makes D&I efforts led to a lower effectiveness. The other limitation is that the literature on D&I is not comprehensive and elaborate enough for the United Kingdom, and this limits the possibilities for organisations to operate, innovate effectively and be competitive long-term). What this means in practice may not be as well understood by the global research insight looking at the UK's conditions which includes the UK cultural, legal contexts and its impact on UK's workplace diversity and inclusion. Solutions to these challenges ensure that organisations can maximize the benefits of diversity and inclusion efforts and achieve desirable results in the workplace and the entire organisation. Despite of that Diageo Beverage has implicated D&I in managing the organisational operations and corporate values. The key practices of D&I include the gender balance in the working employees and the inclusive work culture promotes the inclusive work environment in Diageo organisation. The implication of D&I practices increases the employee's confidence and it plays a vital role in increasing Diageo's revenue.

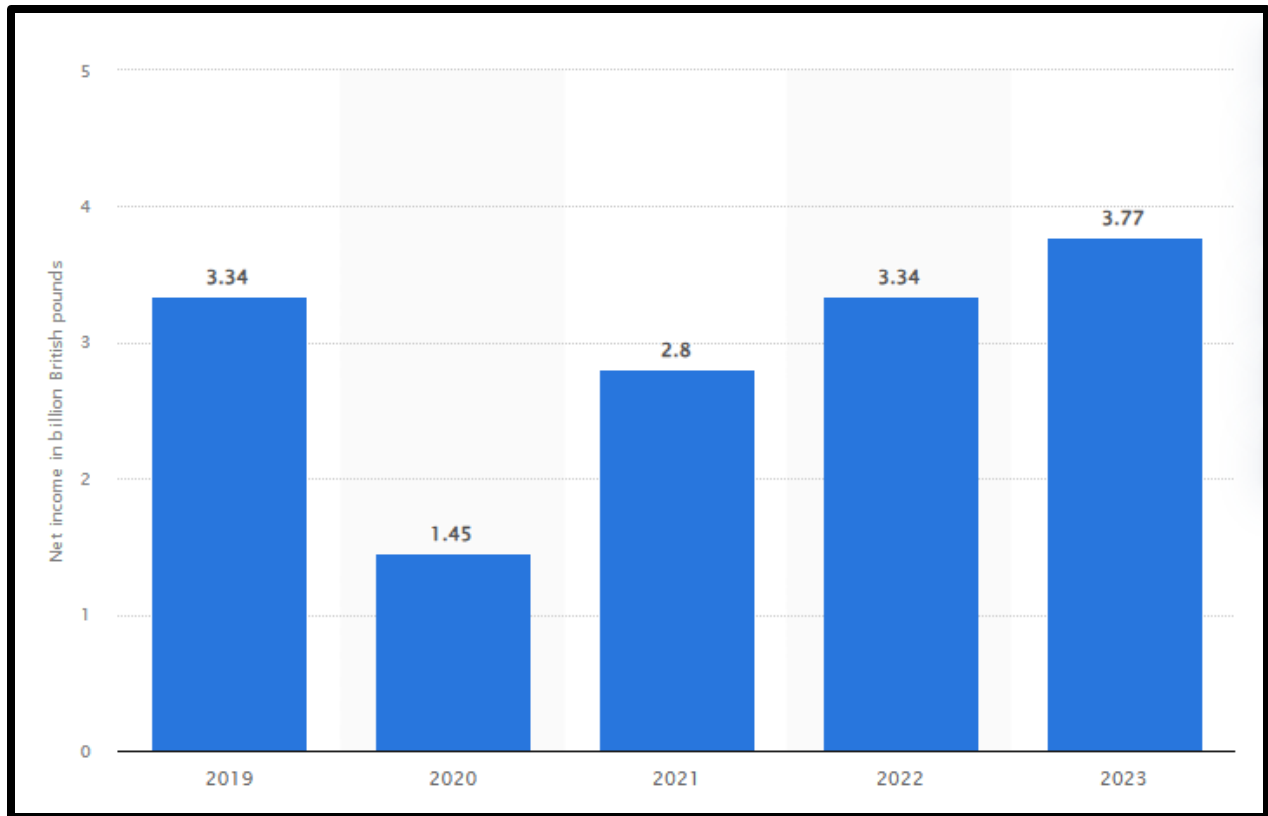


Figure 1.1: Net income of Diageo beverage from 2019 to 2023

(Source: Statista, 2024a)

The above figure represents the net income of Diageo beverages from 2019 to 2023. This has been observed that the income of this organisation has increased from 2019 to 2023 which was 3.34 billion British pounds in 2019 and that increased to 3.77 billion British pounds in 2023 (Statista, 2024a). This figure has been used in this study as this helps to represent the advantages of using D&I in the Diageo beverage. Effective D&I increases the possibility of innovation as this encourages HR practices in hiring employees from different regions and backgrounds (Jalal, 2024). On the other hand, D&I help in developing an effective learning environment in the organisation.

1.5 Aim and Objectives

Aim:

The prime aim of this research is to analyze the impacts of Diversity and Inclusion on company performance and employee satisfaction in the UK using Diageo as a case in point.

Objectives:

- To assess the connection between diversity and inclusion measures and organisational performance.
- To assess the effects of diversity and inclusion practices on employee satisfaction levels.
- To identify key factors that influence the effectiveness of diversity and inclusion strategies within organisations.
- To test a hypothesized relationship between a diverse and inclusive work environment and employee engagement and retention.

1.6 Research Questions

Based on the research objectives, here is a list of research questions:

- How do diversity and inclusion initiatives impact overall company performance?
- What is the effect of diversity and inclusion practices on employee satisfaction levels at Diageo?
- What are the biggest factors that affect the success of diversity and inclusion efforts in organisations?
- What implications does diversity and inclusion have on employee engagement and turnover in organisation such as Diageo?

1.7 Significance of the Study

The importance of the research on this topic, the influence of diversity and inclusion on the company performance, and the employee job satisfaction cannot be underestimated. This research has several practical applications for businesses, employees, policymakers, and scholars. For companies, the results of the study can be used to comprehend the advantages of diversity and inclusion in enhancing business performance. Through the adoption of an effective diversity and inclusion plan, organisations can benefit from the unique views and experiences of their workers,

which will ultimately contribute to a higher degree of innovation, creativity, and productivity. In particular, it can be connected with higher financial outcomes, competitiveness, and market shares. Furthermore, a barrier-free and inclusive workplace can enrich the organisation's reputation thus improving its attractiveness to potential employees, customers, and investors (Dessler, 2020).

According to Gallardo, Thunnissen and Scullion (2020), the study's outcomes can allow workers see the crucial part diversity and inclusion in creating a good working atmosphere. Diversity and inclusivity in the workplace can be the reason for higher job satisfaction, engagement, and retention, when staff feel they belong, valued, and respected, and are empowered to share their skills and knowledge. This may lead to lower employee turnover rates, enhanced morale, as well as better work-life balance. To the policymakers, these findings can be the factor that shapes the policies and regulations that will encourage diversity and inclusion in the workplace. Through clarifying the advantages of diversity and inclusion, policymakers can put forward policies that help companies implement diversity and inclusion strategies and as a result, the workforce will become more diverse and inclusive. It can lead to enhanced social cohesion, reduction of inequalities and increased economic development. The study allows academia to add to the existing body of knowledge of diversity and inclusion. The research can reveal to scientists the relations between diversity and inclusion on the company's performance and employees satisfaction, which in turn spark the creation of new research questions and hypotheses. Additionally, these results can be useful to academic programs and curricula which are based on diversity and inclusion making leaders of tomorrow with such knowledge and skills.

1.8 Scope and Limitations

Scope:

The study investigates the role of diversity and inclusion in enhancing Diageo Beverage's performances and employee satisfaction in the UK. The research will evaluate various industry sectors like technology, health care, and manufacturing among others to establish a holistic view of diversity and inclusion initiatives in different sectors. Diversity and inclusion initiatives in the study will be focused on gender, race, ethnicity, age, and disability. This happens because these areas of diversity & inclusion are the most popular ones in the organisations as well as ample research is available on them (Halid, Yusoff and Somu, 2020).

Limitations:

As stated by Harsch and Festing (2020), several potential study limitations and constraints should be acknowledged. Secondly, the study is specific to the U.K, and the results may not be applicable to other countries or areas. This research has been developed based on theoretical knowledge and secondary data about Diageo Beverage such as employee details and net income from different regions. To begin with, the research concentrates on a small subset of sectors, and the results might not be inclusive of all sectors. Finally, the research is based on secondary data and a literature review that may have some limitations of data quality and access. Moreover, there is the limitation of the data accuracy and completeness and the possibility of a bias in the way the data are interpreted. On the other hand, the study may also be limited by the time factor, especially if the researcher does not have access to the most recent data or information. Nevertheless, the study is designed to provide substantial sheds of light on the consequences of diversity and inclusion on company profitability and employees' satisfaction in the UK.

1.9 Structure of the Dissertation

To provide a clear roadmap for the reader, the dissertation will be structured into the following sections:

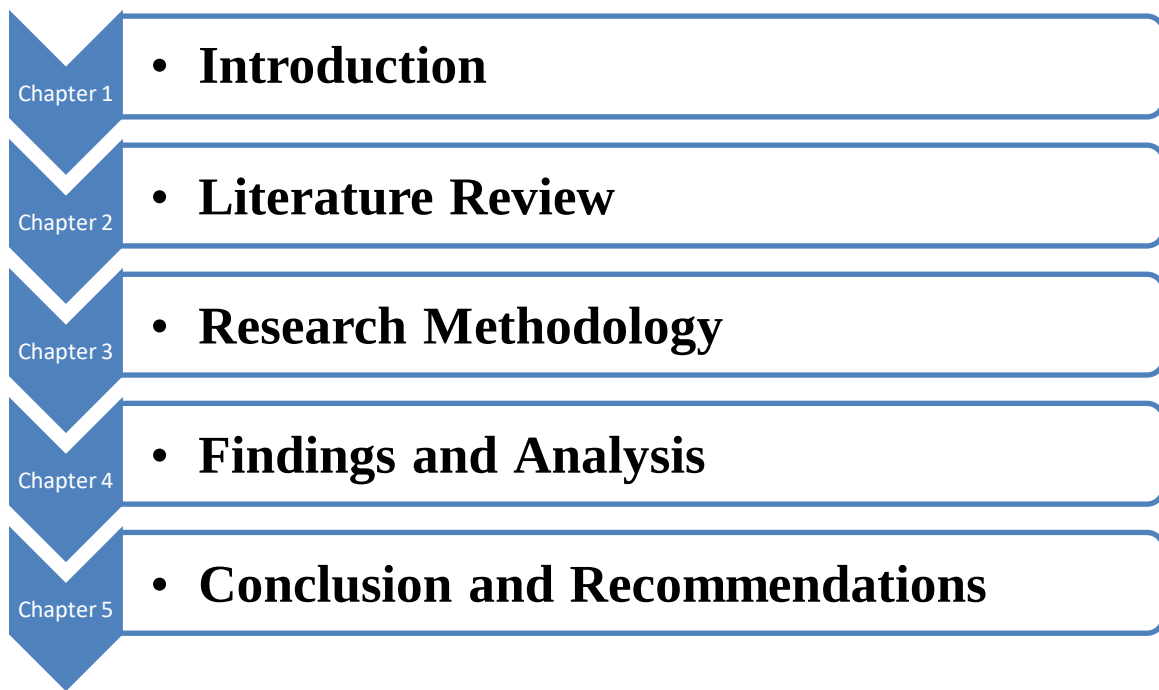


Figure 1.2: Dissertation Structure

(Source: Designed by the researcher)

1.10 Definitions of Key Terms

It is essential to keep consistency and clarity of the dissertation, that is, to define terms used in the research. undefined

Diversity: By variety, we mean the presence in organisation of groups or individuals with different features, backgrounds and experiences. These include racial, ethnic, gender, age, religious, gender orientation, and disability, among many others. Diversity is not only about increasing competitiveness, it is also bringing different ideas and perspectives to the play enabling creativity and innovation (Jooss and Burbach, 2021).

Inclusion: Inclusion is broader than simply diversity by providing a scenario whereby all persons are respected, valued and supported. This entails developing of policies, practices, and procedures that strive for equal opportunities and address possible biases, therefore, all employees are able to feel at home and can do their best. Diverse organisations tend to have the ability to attract and retain the best talents, promote employee wellbeing, and increase customer satisfaction.

Company Performance: According to Kravariti and Johnston (2020), the term Company performance means the degree to which the company meets its goals and objectives. This is done through varied metrics like financial performance, market share, productivity, and customer satisfaction For an example the revenue and market demand of Diageo beverage has increased over the time.

Employee Satisfaction: Employee contentment is to what degree employees are pleased and gratified in their workplace. Most times, it is associated with variables like job security, work-life balance, compensation as well as opportunities for growth and development (Batt & Watkins, 1995). Happier workers are more productive, have lower turnover rates, and provide better customer services (Kaliannan et al., 2023).

This dissertation aims to establish these key terms for purposes of clarity and consistency in the concepts throughout the research.

1.11 Summary

By doing this, the researcher has already built the foundation for an in-depth analysis of Diageo Beverage details that supports the effect of diversity and inclusion on company performance and employee satisfaction. We highlighted the topic's importance, presented research questions, objectives and theoretical frameworks, and talked about dissertation structure. Subsequent sections will focus on literature, challenges, strategies, and consequences, with the goal of providing awareness as well as recommendations.

Chapter 2: Literature Review

2.1 Introduction to Diversity and Inclusion

Diversity and inclusion (D&I) have thus become very important at Diageo since they yield positive results. Diversity can be associated with several characteristics and roles, and inclusion is the creation of conditions. D&I has been extended in Diageo to include factors such as age and sexual orientation because research has shown that discrimination dampens employees' satisfaction, performance, and invention. Research asserts that companies which are Diversity and inclusion like Diageo perform better financially than its counterpart companies (Diageo, 2024). Thus, the subject, focalised by Diageo, reveals the firm's necessity to incorporate diversity and inclusion into its business plan because the latter significantly influences organisational efficiency.

2.2 Importance of Diversity and Inclusion for performance of Diageo Beverage

As per Cunningham (2019), diversity and inclusion are known as effective business elements, which leads to the flow of research aimed at proving the positive connection between their existence and company performance. How diversity and inclusion positively impact company performance is by promoting innovation, creativity and responsiveness within firms. A diverse organisation yields diverse ideas, and this results in improved problem solving and decisions making. This means that when employees feel that they have been involved in organisational affairs, they will not feel like leaving and this will enhance productivity (Hsiao *et al.* 2020). The data shows that firms with diverse boards are in a better position as compared to other firms to generate better profits. Example of this finding is that McKinsey one report stated that companies with a more diverse workforce are likely to perform better than those with lower diversity in their team. As an example, the report discovers firms are 15% more probably to outperform competitors with lower diversification in workforces. On the other side, Catalyst study pointed out that the firms with women at the top earned a better return on equity and assets than the firms without women among top executives (Cunningham, 2019).

The capability of decision-making abilities of employees is also enhanced with the use of D&I practices for recruiting employees. The business of Diageo has expanded in 180 countries globally and that is the consequence of using D&I practices (Diageo, 2024). This denotes that Diageo Beverage believes in the advantages of D&I for increasing organisational opportunities and

growth. The number of production sites for Diageo beverage has become more than 132 and that helps in increasing production.

Theoretical Perspectives:

According to Cunningham (2019), a number of theoretical approaches explain why diversity and inclusion impact on the companies' success. From one perspective, diversity and inclusion build creativity and innovation. A plurality of a workforce is characterized by the participation of people with different backgrounds, experiences and perceptions that are the basis for the exploration of new ideas and approaches. This may result in the improvement of products and services, which are the backbone of every competitive edge a company can have. A further view is that diversity and inclusion increases the efficiency of decision-making (Holmes IV *et al.* 2021). When more narrow views are embraced, the decision-making process is more robust and better decisions are made. That's because disparate viewpoints may uncover where possible blind spots and biases are, which will result in better decision-making leadership. Besides diversity and inclusion also assists companies in growing their market share. A diverse workforce can uniquely understand and relate to a diverse customer base, which results in a higher level of customers' service and satisfaction (Nguyen *et al.* 2022). This can help businesses to attract and keep customers from various backgrounds, widening their shareholder base.

2.3 Importance of Diversity and Inclusion for Employee Satisfaction

Employee satisfaction is a key component of any organisation's success, because it impacts productivity, turnover rates and the organisation's performance positively. When the employees know that the employer appreciates them for their differences, then morale, as well as productivity, improves. Non discriminating practices refer to the creation of equal access to resources and opportunities for all human beings. This results to decreased turnover rates, increased morale and thus improved teamwork. Finally, diversity and inclusion create a more loyal and motivated workforce to the mutual benefit of the employees and their employer. For instance, the study established that the employees at Diageo with a positive attitude towards the diversity in the organisation are more satisfied with their work and engaged (Diageo, 2024). Studies indicate that organisation staff members who are actively participating in Diageo's culture have higher job satisfaction levels and organisational commitment. This reinforces the need to adopt diversity and

inclusion strategic policies to enhance the work environment and the level of overall commitment from employees of Diageo (Daniels and Thornton, 2020).

Diageo Beverage has increased its sales volume of products like "Baileys" in the wider market with the help of inclusive market campaigns. Inclusive market campaigns help target interested customers (Rivera *et al.* 2020). Thus Diageo Beverage has targeted women customers for selling products like "Baileys". The use of D&I practices helps in enhancing employee management practices such as it helps Diageo beverage in managing employee satisfaction.

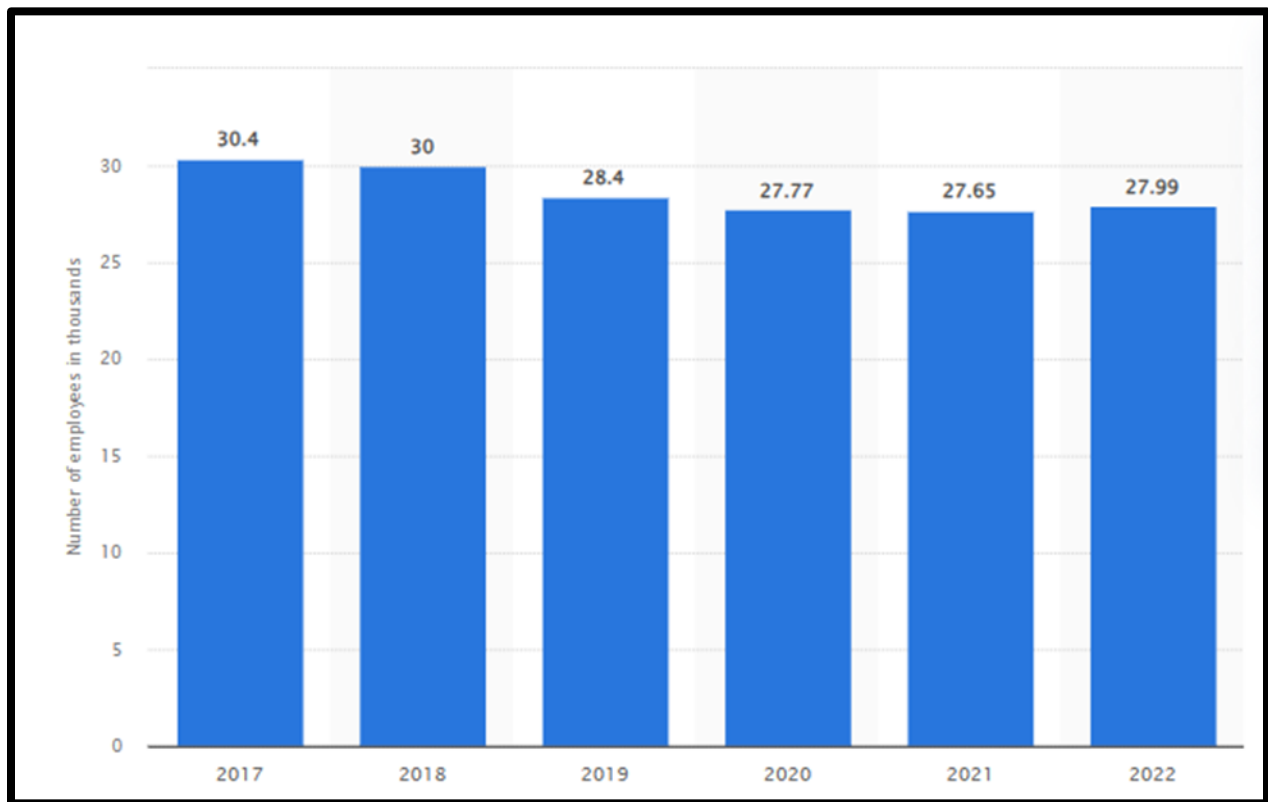


Figure 2.1: Number of employees of Diageo beverage from 2017 to 2022

(Source: Statista, 2024b)

The above figure represents the number of employees present in Diageo Beverage from 2017 to 2022. There were 30.4 thousand employees in Diageo beverage in 2017 and that reduced to 27.65 thousand in 2021 due to COVID-19 and again the number of employees increased to 27.99 thousand in 2022 (Statista, 2024b). This figure has been used in this study as this helps to represent

the positive impacts of using D&I practices on the employee management of Diageo beverages. The number of employees increasing and it is the consequence of having enhanced employee policies and D&I practices. The capability of employee retention is enhanced in an organisation with the development of management practices and employee benefits (Sepahvand and Bagherzadeh Khodashahri, 2021). Diageo beverage has a positive reputation due to the use of D&I which helps in developing customer trust. The recruitment practices of employees from different global regions help in developing awareness among the people about the organisation and Diageo Beverage has used this method for promoting their brand in the international market.

According to Dayley (2020), the relationship between diversity, inclusion, and employee satisfaction as supported by the theoretical perspectives is also important. For example, according to the JD-R (Job Demands-Resources) theory, the employees tend to have positive emotions and job satisfaction when they feel accepted and appreciated in their work environment. Furthermore, the concept of social identity suggests that people derive their group identity or belongingness from their memberships which influence their attitude and behavior towards their organisation. For instance, diversity training is a training in which room in working environment can be created for employees to accept one another and the working environment can become more inclusive. Mentoring program can foster a feeling of belonging and serve as a retention tool through heightened job satisfaction (Ghasempour Ganji *et al.* 2021). In addition to that, employee resource groups can be a source of community and support for diverse workers who in their turn become more engaged and reach higher job satisfaction.

2.4 Challenges and Barriers to Diversity and Inclusion

Instituting and managing diversity and inclusion programmes can however be problematic for organisations as they will encounter resistance from different quarters. These hurdles and barriers can influence the companies' results and the employees' satisfaction making them be resolved appropriately.

Resistance from Dominant Groups

As stated by Mitchell et al. (2020), the major problem concerning inclusion and diversity is opposition from dominant groups in the organisation. Such groups can hold prejudice of the changes that diversity and inclusion bring about and they may refuse to improve them. Moreover,

this resistance will take different forms, including procrastination, pushback, and also, the opposition. This can be dealt with by including the oppressive groups in diversity and inclusion process to mitigate their fears and doubts and to show the benefits of a diverse and inclusive environment. This can be done through training and education on diversity and inclusion, as well as creating platforms where dominant groups have a chance to participate in the process.

Unconscious Bias

Another fundamental obstacle to diversity and inclusivity is unconscious bias. Another type of bias is the unconscious or hidden bias that influences our decisions and judgments without our conscious awareness. These biases cause hiring, promotion, and even partnership actions in a skewed manner that reinforces and perpetuates the status quo and restricts diversity (Chaudhry, Paquibut and Tunio, 2021). Such as awareness raising and employee training strategies, the organisation should develop and implement the strategies to fight the unconscious bias. This training can enable the employees understand their biases and learn how to deal with them. Moreover, the organisations can put in place policies and procedures intended to minimize the power of the unconscious bias, for example, the blind hiring process (Owen and Manis, 2021).

Tokenism

According to Pichler (2020), tokenism implies the practice of appointing or promoting people from marginal groups to create a sense of diversity and inclusion, without dealing with the root of the problem. Tokenism imposes a fake diversity and inclusion, causing feelings of dissatisfaction among employees from underrepresented groups.

2.5 Theoretical Frameworks

Social Identity Theory

As per Alli (2022), according to the Social Identity Theory (SIT), people build their identities and find a place where they belong from the groups they belong to. With respect to issues of diversity and inclusion, SIT indicates that people naturally tend to identify with groups that have similar traits, such as race, gender or ethnicity. Such demarcations might result in "we" and "they" categories that negatively influence group performance. Workplaces which do not discriminate create a team spirit and a feeling of being a family for all workers. This, in turn, may result in

enhanced cooperation, imagination, and productivity as everybody feels free to express their opinions. Workplaces that are exclusive can promote the growing of a "us against them" mentality, as well as discrimination for a certain group. In that way, employee morale, turnover, and overall organisational performance may drop.

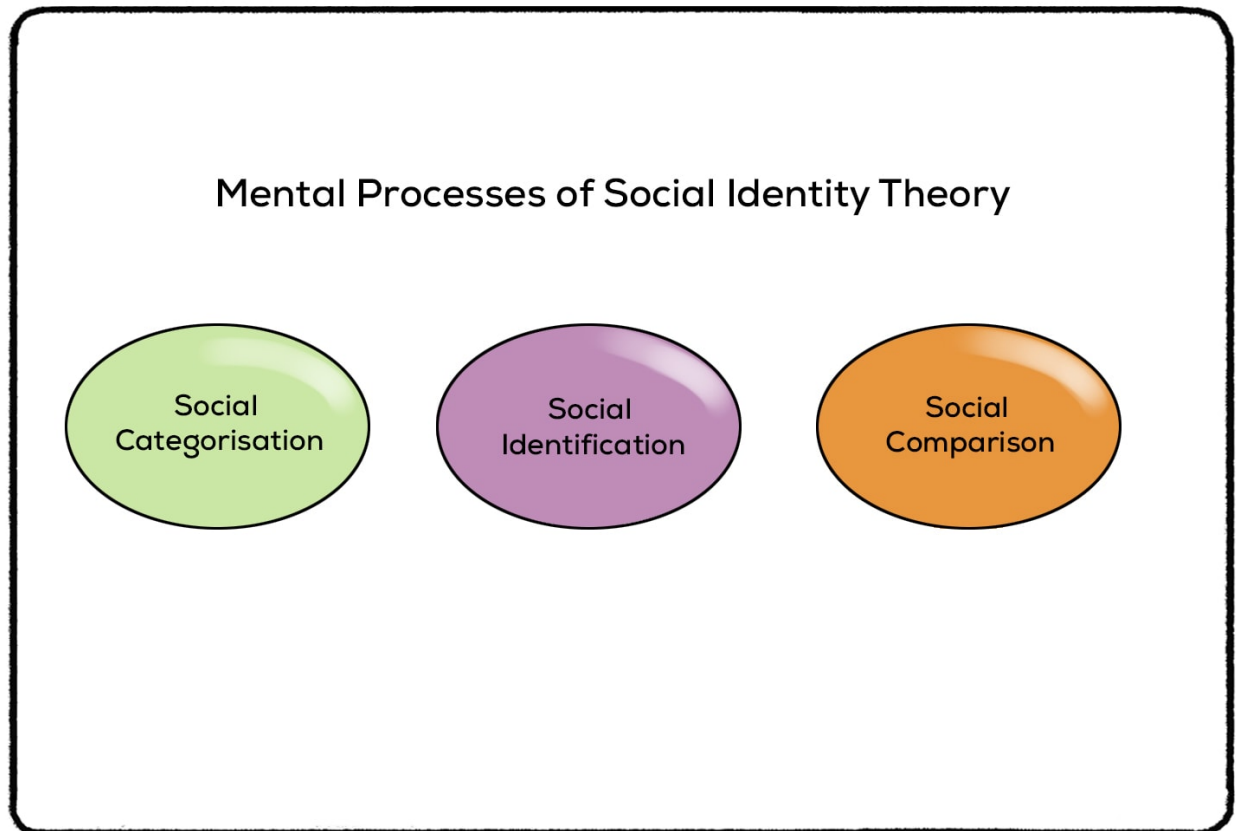


Figure 2.2: Social Identity Theory

(Source: Self-Developed)

SIT emphasises intergroup interactions in organisational outcomes. This means tribes are integrated when respected equally. Sharing perspectives fosters creativity, innovation, and information exchange. Bad intergroup relations may cause disagreements, distrust, and decreased collaboration, hurting organisational effectiveness. Equal and inclusive policies should foster worker belonging, intergroup accommodation, and shared identity, according to SIT. Groups with varied perspectives and experiences may improve operations and employee happiness (Blanck et al., 2020).

Diversity Climate Theory

As stated by Bernstein, Salipante and Weisinger (2021), the diversity climate theory states that workers' attitudes and behaviours on diversity and inclusion are primarily determined by the organisation's culture and values. A positive work environment in which people from different backgrounds feel accepted and belong promotes job satisfaction, productivity, and employee retention, whereas a negative work environment that makes people feel discriminated, bias, and excluded leads to job dissatisfaction or even employee turnover. The diversity climate hypothesis acknowledges leadership commitment, communications, as well as training as the critical building blocks of a diverse and inclusive workplace. Leaders who discuss and act on diversity and inclusion problems create a positive environment. Mutual conversation regarding bias and intolerance may foster variety. Diversity training programmes that sensitise and promote inclusive behaviour may also help workers comprehend workplace diversity and inclusion (Morfaki and Morfaki, 2022).

In the case of Britain, diversity climate theory can be utilized in order to shed light on the reasons some businesses fail to attract and retain diverse workforce inspite of diversity and inclusion programs. A report by the CIPD revealed that although 71% of UK employers have diversity and inclusion policies, the employee's perception is that only 35% of those companies are genuinely committed to diversity and inclusion. The disconnection in turn indicates that organisations may seem to leave out creating a positive diversity climate, which in turn may create employee dissatisfaction and turnover. Organisations need to go the extra mile to bring their policies and procedures to life by instilling a culture of inclusion (Bernstein, Salipante and Weisinger, 2021).

Resource-Based View (RBV)

As stated by Barrett (2021), rBV holds the idea that entities with unique and valued features are more prone to the acquisition of market share and superior performance. Diverse and inclusive companies may possess valuable resources and competencies, as per RBV. Workplace diversity, work experiences, and perspectives generate a non-stop buzz of innovation and creativity. In contrast, inclusive techniques boost motivation and productivity by fostering belonging and engagement.

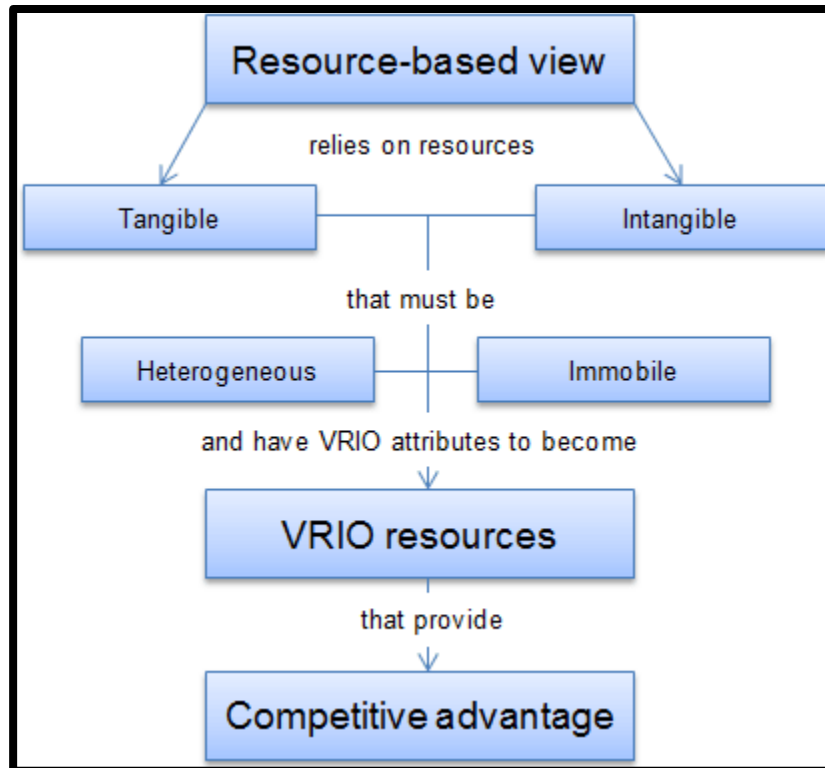


Figure 2.3: Resource-Based View (RBV)

(Source: Self-Developed)

Research results show that the organisations that are more diverse and experimental are more successful than those that are less diverse. However, according to McKinsey, companies that have a diverse workforce exceed others and show more efficient ways of recruitment and talent retention. Following the RBV perspective, organisations that are not alike and complex are flexible to deal with novel situations and changing needs of clients. The workforce of mixed competence will add a new dimension to marketing strategies while diversity is a seeding creativity and innovation. RBV encompasses the expenses of human resources which are tied to the hard part of generating and re-enforcing diversity and inclusion in the company. Organisations have to be effective in hiring and retaining a wide variety of workers, providing the proper training and also creating an inclusive environment. On the whole, the Resource-based View (RBV) takes into account how the diverse and inclusive environment affects the organisational performance and employees' satisfaction. Diversity can become a driving force for innovation in companies (Combs, Milosevic and Bilimoria, 2019).

Social Exchange Theory

According to Cusson et al. (2023), the social exchange theory (SET) asserts that people evaluate whether the costs of a relationship or benefits are worth it. The advantages and disadvantages of working with colleagues from diverse backgrounds need to be researched in diversity and inclusion as demanded by Stephen Environmental Technologies (SET). Social exchange theory gives emphasis to social exchange that basically implies the exchange of goods, commodities, and services between individuals and societies. In diversity and inclusion practice, workers from different cultures work together to share their opinions, views, and experiences.

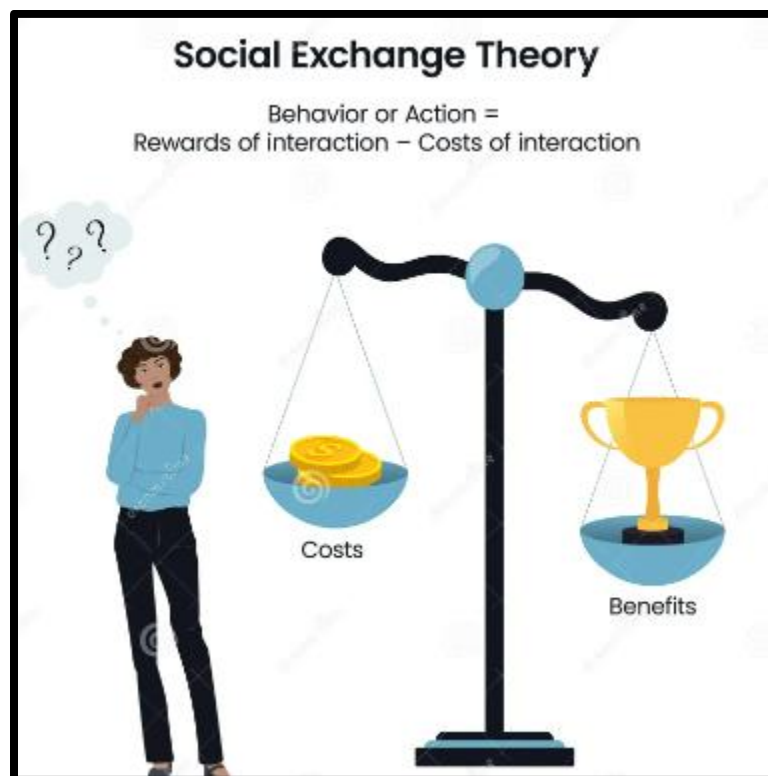


Figure 2.4: Social Exchange Theory

(Source: Self-Developed)

According to the SET theory, people assess their relationships by the benefits and drawbacks he/she perceives. When benefits are greater, people are more likely to stay and participate in the community. If the expenses outweigh the advantages, individuals are more likely to avoid or dislike the connection. SET found that workers would accept such an involvement provided they

could see the advantages outweighing the risks. If there is anything fresh and valuable to learn, a worker may start a discussion with a person from another culture (Caldwell, 2022).

According to Jr et al. (2022), argues diversity and inclusion programmes have negative effects for certain individuals. In this approach, the employee may feel nervous or intimidated with other coworkers, which may negatively impact the connection. SET helps explain how employees establish attitudes about coworkers from other cultures and how these perceptions impact diversity and inclusion initiatives. Diversity and inclusion methods that recognise the role of social interchange in influencing employee attitudes and behaviours will help establish good connections between individuals from diverse backgrounds.

Inclusive Leadership Theory

Inclusive leadership theory refers as a leadership style that involves empowering employees, encouraging diversity, and supporting equality and inclusion among the members as keys to the sustainable leadership. The theory emphasizes on the fact that due to inclusive leadership behaviors, the hierarchical superior-subordinates sentiment amongst the employees of different nationalities can be eased out. This, in consequence, leads to the higher work satisfaction, better production & overall organisational performance. To make a difference though, involved leadership involves behaviours that add to orientation to inclusiveness like compassion, active listening, and empowerment (Jr et al., 2022).



Figure 2.5: Inclusive Leadership Theory

(Source: Self-Developed)

There are several key components of inclusive leadership theory, including, diversity and Inclusion Awareness: It is highly necessary for a leader to realize and acknowledge the diversity problems within the organisation, and he/she must be determined to provide the necessary and effective solutions. The leaders need to appear to encourage an environment that inclusivity thrives- putting in empathy, active listening, and empowering people. Leaders are to ensure that all employees irrespective of their backgrounds are engaged and develop a feeling of being valued and attached to the organisation. The leaders shall make sure that the performance management systems are impartial and unbiased and that they provide chances for everyone to grow and progress. Leaders should endeavor to build a workplace culture that celebrates diversity and provides equal chances for all employees.

As stated by Cunningham (2019), the theory of inclusive leadership has been backed by many researches that have demonstrated that the leaders who practice inclusive leadership behaviors have higher rates of employee engagement, job satisfaction and productivity. Moreover, the organisations that support diverse leadership have been observed to boost financial performance

and get better employee retention. In the end, Inclusive leadership theory emphasizes the leadership characteristics that ensure that diversity, equity and inclusion are respected in the working place.

Institutional Theory

Given that organisations are deeply rooted in the real world and heavily dependent on external factors, they can't be regarded as entirely self-sufficient. The diversity of their practices and policies is determined by these very factors that mobilize and drive them along. Take as example, firms from countries with remarkable fair and favorable policies on equality at work are likely to put into operation diversity and inclusiveness (D&I) policies that are aligned with such principles. Not only are sectors that have a record of diversity and inclusion, but also special efforts like educational seminars, women leadership, and in-house workshops send signals of commitment through such actions that are often gentle yet strong. Then the institutional theory looks into incongruities between formal organisational policies and informal norms. The organisations will struggle to build inclusive cultures if their programs don't count as a critical part of workplace culture, seen by employees as an equally important task as their other work roles. Coming after the flourish of a cultural D&I in the society, the firms can easily move with the values of their employees and the customers thus assuring their business need. Fundamentally institutional theory examines the multifaceted interplay between legal systems, social norms and the organisations themselves that sheds light on the complex reasons that D&I program work cultures exist.

2.6 Factors Influencing Diversity and Inclusion Initiatives

Initiatives targeted to increasing Diversity and inclusion is of essence in workplace that highly respects and rewards people of all background. Most definitely, for successful running of the drives, there are some points which have to be considered. This part of the work outlines the salient points of the factors that contribute to the effectiveness of diversity and inclusion in organisations (Henao, Gregory and Dixon, 2021). Implementing diversity and inclusion frameworks is complicated. Lack of management or staff support, self-inflicted prejudices, and insufficient training are others. Fairness requires ongoing work and resources to provide equal chances. Diverse groups may have communication, conflict, and cultural issues. Assessing diversity programs' success is difficult. Learning, active listening, and a clear, supporting business goal are needed to overcome these problems.

Leadership Commitment

As per Hopkyns and Hoven (2022), a key factor in the success of the diversity and inclusion efforts is the commitment from the organisational leaders. Leadership, on its part, will demonstrate the effectiveness of diversity and inclusion advocacy by their real pledge and active contribution to these programs. Leadership support for diversity and inclusion correlated with a reduction of discrimination and improvement of work satisfaction (Umer and Frain, 2023).

Organisational Culture

As stated by Jones and Murphy (2019), the culture of organisation that appears as a main driver of any diversity and inclusion movement. The organisational culture tends to be a key element that determines either how successful or unsuccessful the diversity and inclusion programs would be. An integrated culture promotes collaboration, respect, and open communication between employees of different backgrounds. Study revealed that organisational culture was a crucial element in diversity and inclusion. They discovered that companies with a workplace culture emphasizing diversity and inclusion tend to have higher employee satisfaction and performance.

HR Policies and Practices

HR policies and practices play a crucial role in the successful implementation of diversity and inclusion strategies. Through HR policies designed to promote diversity and inclusivity, organisations should put in place recruitment and selection processes that encourage diversity and eliminate bias (Leung, 2020).

2.7 Role of leadership in promoting D&I within Diageo Beverage

Leadership is pivotal in the establishment of diversity and inclusion (D&I) in organisation by acting as the incliners of culture, drivers of initiatives and facilitators of an inclusive culture. A leader who cares about diversity and inclusion (D&I) communicates that commitment through what he/she says, what he/she does, and his/her policy choices. They express their taking on a clear vision of diversity and inclusion that is in line with the organisation's values and strategic development factors. Leaders who promote D&I initiatives will bring together people to engage in them and strive to create a diverse and inclusive workplace with themselves. The role of leadership in implementing new policies and practices to support D&I is significant since it

includes, but is not limited to, the introduction of the D&I training programs, establishment of the inclusive recruitment and promotion procedures and fostering the representation of diversity at the highest level of an organisation. Also, leaders are active participants in underrunning unconscious bias and discrimination across the organisation and in achieving fairness and equality (Parnell, 2019).

As per Pronk (2021), moreover, leaders have to actively listen to the differing opinions of every single employee and hold in high esteem all the varied views and experiences. Through making a kind of surrounding where people are able to feel inspiration, appreciation and well worth leaders encourage a sense of belonging among team members. End seeing, that is, outstanding leadership with regard to D&I yields employee engagement, retention and productivity.

2.8 Best Practices and Strategies

Organisations such as Daiageo need strategic and constructive approaches to make the most of the benefits derived from diversity and inclusion. Leading companies are taking active roles by implementing various initiatives to promote diversity and inclusion practices in the workplaces. Undefined as the training does not stop at just expressing that diversity and inclusion are important for the team but also how to execute it in the workplace. For instance, this training can deal with subjects like implicit bias, microaggressions and intercultural competence. Diversity and inclusion training are mandatory for all IBM employees. These efforts helped with the improvement on various diversity and inclusion metrics.

Employee resource groups (ERGs) refers to the voluntary group of employees who link up with a common objective to foster inclusive and diverse workplaces. ERGs can become a platform for including all the employees of different backgrounds, through communication and support. Google's ERGs have been one of the stellar assets contributing to diversity and inclusion among the employees. An illustration of the latter is, for instance, the Black Googlers Network, which has definitely contributed to the rise of black employees in Google (Paiz, 2019). Mentorship programs may be one of the solutions for underrepresented people to reach their potential and progress in their career path by assigning them a mentor who can provide more than just counseling. Mentors can be also a source of skills for trainees and they can network within the organisation through mentors. With Coca-Cola introducing a mentorship program, the number of women and minority people in leadership role has been greatly increased.

As stated by Rastetter et al. (2019), having a flexible work programs is timesaving and allows employees from different cultural backgrounds with work and family obligations. For example such things as remote working, flexible hours, and parental leave can facilitate better employment scenarios and help to tackle the employment turnover. The flexible working arrangement of Amazon has supported promotion of the diversity and inclusion . Amazon employees enjoy the flexibility of either working from home or assigning a befitting work schedule.

2.9 Literature Gap

The existing body of research on diversity and inclusion pays much attention to diversity concept definition, diversity exact meaning, and especially diversity influence on the organisation's efficiency. While the fact cannot be denied that there is a paucity of studies that measure the relationship between diversity, inclusion and job satisfaction among UK workforce is one of the reasons. As for the most pertinent investigations, they are usually carried out in the USA setting which could not be directly transferred to the UK context because of its specific social, cultural and economic features. Furthermore, the literature to date emphasizes mostly the business case with a focus on diversity and inclusion. The literature in this area highlights the benefits of a more diverse and inclusive work environment which include more innovative thinking, creativity and productivity. Despite this, what needs to be emphasized on this point is further researches that focus on employees role, and examine how diversity and inclusion influence workers satisfaction and wellbeing (Stanford, 2020).

According to Syed and Ozbilgin (2019), in this respect, research has been more inclusive of dimensions such as gender, race and ethnicity, but not as much regarding others, like age, the disabled and sexual orientation. There is an imperative to thoroughly comprehend the concept of diversity and the effect thereupon on employee happiness. Moreover, the literature had mostly zeroed in on the subject of leadership in the promotion of diversity and inclusion and less on the subject of others vested interest like that of the employees, unions, and suppliers. For a more refined picture of the place and duty of various stakeholders in making the concept of diversity and inclusivity more prevalent there is a needs. Among the final of the factors that attract the focus of the existing literature is the influence of diversity and inclusion on employee behaviors and attitudes like job happiness, engagement, and turnover. And although there are studies on how

diversity and inclusion affect workers' well-being, such as stress, mental health, and work-life balance, these research are still minimal thus more studies are still needed.

2.10 Conceptual Framework



2.11 Summary

This well-rounded literature review has shed light on the deep impact of diversity and inclusion (D&I) on both company performance and employee engagement. Through the integration of theoretical underpinnings, empirical evidence and applied implications, the review has illustrated the key role of D&I programs within organisation performance. It has hence proven that having a diverse and inclusive work environment not only increases creativity, innovation, and decision-making but also tangible ones, which include increased financial performance and competitive advantage. Furthermore, the review has highlighted the negative impacts of unconscious bias, discrimination, and microaggressions on employee morale, turnover and absenteeism and this stresses the need of addressing these problems. Leadership commitment and involvement as well take a place as the main factors of building an inclusive culture and aligning D & I with business goals. Review also highlighted the need for holistic approach that covers various aspects of diversity and presents importance of monitoring and assessing effectiveness D&I programs. In general, this review offers essential perspectives and suggestions, which will help in shaping organisational policies and giving advantage to businesses that will make them independent, diverse and successful in the future.

Chapter 3: Research Methodology

3.1 Introduction to the chapter

In the chapter on methodology, the authors describe the approach used to investigate the effects of diversity and inclusion on organisational performance and employees' job satisfaction. As outlined above, the design of this study's methodology has been informed by the gaps found within the literature to offer comprehensive understanding of this topic. This chapter explains the selected research philosophy, approach, design, data collection, sampling, data analysis, and ethical issues.

3.2 Research Philosophy

As per Bairagi and Munot (2019), the research philosophy, interpretivism, was adopted for the examination with of different views and experiences that are sensitive to the contexts of the society and culture. Thus, such a method works well for the minute examination of problems like diversity and inclusion which is complex because of the number of social, cultural, and ecological aspects that are influencing humans' behavior and thinking. Interpretatism enables researchers in an investigation of personal conception of phenomena through their own respective cultural lens, value systems, belief and backgrounds. View diversity and inclusion as areas of inquiry, interpreting instances of how individuals from different standpoints perceive and feel such actions within the organisation. It showed us that diversity and inclusion matter to employees and can be legalised for well-paid jobs.

In contrast, interpretivism holds that leadership-designed organisational culture and power relations drive diversity and inclusion. Interpretivism is relevant for this research as it focuses on understanding the organisational processes and employees' views. It helps explain how people comprehend diversity and inclusion initiatives and offer rich insights into these occurrences in organisational contexts (Camic, 2021).

3.3 Research Approach

As stated by Daniel (2019), the use of the inductive approach will help develop new patterns concerning diversity and inclusion. For example, if the results obtained by the analysis show that diversity can have a positive impact on team cohesiveness that was not previously considered, such findings can contribute to the emergence of new theoretical approaches regarding the effect of diversity on organisational processes. The most productive approach for the study of complex

social phenomena like diversity and inclusion is this one as it provides the ability to notice key patterns, themes and connections in the data. This paves the way for a comprehensive understanding of the research theme. In this research, the inductive approach will be utilized to analyze how diversity and inclusion affect company performance and employee satisfaction in the UK based on a comprehensive study of secondary data sources. This process allows researchers to discover key factors of success and of failure, which then inform the development of best advice and strategies for supporting diversity and inclusion. In addition, the inductive way has an advantage for the organisation to discover contextual aspects that affect the operation and result of D&I by which the organisation could adjust its approach. Generally, the inductive research process is able to produce important information on the complex nature of the interlinkage between diversity, inclusion, and organisational performance which will boost the UK understanding on this critical issue.

3.4 Research Design

The exploratory design will help to fill in the gaps in the existing literature by looking into areas of diversity and inclusion that are relatively untouched. Thus, through this approach, new ideas and hypotheses will be discovered that would help in gaining improved understanding of the subject in organisations operating in the UK. The Exploratory design is especially appropriate in this case since it will help us dig deeper into the intricate issue of diversity and inclusion in the work place. Through the examination of examples of diversity and inclusion including demographic diversity, cultural diversity, and inclusive leadership, we can see trends and connections that have not been previously considered (Dubey and Kothari, 2022).

According to Eisend and Kuss (2019), furthermore among other benefits, the exploratory approach in design enables us to draw different evidence from a variety of information sources like textbooks, reports, and even case studies. While the organisations are collecting these data they may get very significant information about employee engagement and competency with D&I practices and the quality and impact of D&I programs. Not only does this research scheme teach us where more studies and research need to be conducted, but it also enlightens us to where there is a need for more experiments and research trials. The process of doing scientific research is rather complex, while opening the door to new perspectives and thinking may lead us into getting the grounds that will push the discussion of diversity and inclusion in the workplace up ahead.

3.5 Data Collection Method

The study will use secondary data collection techniques to collect information on D&I initiatives and organisational outcomes in the UK. Secondary sources of data involve literature, reports, and case studies that have been published by credible organisations, research institutions, and academic journals. The use of secondary sources of data offers several benefits. To begin with, it assists in getting a complete picture of diversity, inclusion, and their impact on organisational outcomes and employee experience. A wide range of secondary data sources is available for research, which can be used for analyzing and synthesizing data to identify patterns, trends, and linkages that could be important for my research (Goffin and Bianchi, 2019).

As stated by Held (2019), to make the secondary data relevant and credible, it will focus on sources such as industry reports, peer-reviewed journals and publications, case studies, etc. Where necessary, data selection will be done based on reliability and relevancy of the data to the objectives of the study, thus covering as much ground as possible. Last of all, secondary data sources become a benchmark for comparison and generalization. By the analysis of data from different sources available, the study can identify similar themes, patterns, and trends that can be compared across different organisations, industries, and contexts. This thus allows to draw conclusions that relate not only to the UK, but also to other contexts, which makes the findings more generalizable and important not only for a UK audience, but also for other audiences.

3.6 Sampling Method

To ensure the purposive sampling process is not arbitrary the process of selecting the data sources will have specific criteria that will be used. The criteria shall be geared towards the diversity and inclusion trends in UK organisations so that the sample selection will reflect the study's focus. Through it, various views were presented, and, among other things, the data was formed into patterns and motifs (Hennink and Kaiser, 2022).

The researcher used the following criteria to select secondary sources:

1. **Relevance:** We identified the sources which are a link between the importance of diversity and inclusion in British company efficiency and employee happiness.
2. **Credibility:** Such whole sources as academic journals, government reports and case studies by reliable companies were chosen by us.

3. Recency: The articles our sources were chosen to be the latest and to reflect the current situation of diversity and inclusion initiatives in UK.

3.7 Sample Size

As stated by Mohajan (2020), the study's sample size was calculated by scrutinizing literature related to workplace diversity, company performance and employee satisfaction. This choice ensured that the diversity and the representativeness in the perspectives and experiences were well managed, covering the various aspects of the diversity such as gender, race, age, and disability. The sample size was considered adequate based on a thematic analysis that revealed recurring themes and patterns. Sample size will also be chosen based on data saturation; whereby, the research will keep collecting data until there is no presence of any new themes. This will help in generating a clear understanding of the ramifications of diversity and inclusion. Thus, the researcher estimates that the given size of the sample would be sufficient to cover major themes and patterns ensuring that the organisational performance and the employee satisfaction can be analyzed properly. The goal of this approach is to provide an extensive look at the subtleties of diversity and inclusion in the work environment..

3.8 Data Analysis

The thematic analysis of the data we collected gave us an opportunity to examine the impact of diversity and inclusion on business performance and employee satisfaction. An example of thematic analysis may entail coming up with themes such as “employee perceptions of inclusiveness in leadership positions”. This analysis will assist in establishing the correlation between diversity policies and personnel experience and productivity. In the beginning of thematic analysis we did, we read through the data a few times to find the initial codes. After that, a coding scheme was deployed to label and cluster the data in themes and sub-themes. Patterns and relationship among data need to be identified and then organized according to research questions (Longo, Molina and Meruvia, 2020).

As per Mosweu and Mosweu (2020), the analysis pointed out some prominent and main topics about diversity and inclusion like the role of leadership, employee engagement and inclusion of policies and practices. We also came up with the subthemes that would fall under each theme such as how the diversity promotes innovation and creativity and the role the employee resource groups have in fostering a sense of belonging. The qualitative thematic analysis helped us realize how

diversity and inclusion aided or hindered performance and happiness among workers in different UK companies. It also helped us to determine the strengths of the companies and weaknesses which they can improve in respect of the diversity and inclusion initiatives.

Through applying the thematic analysis, I was able to discover the meaningful connections and complexity of the problems surrounding diversity and inclusion. Through grouping the data into the themes and sub-themes, we were able to identify the patterns and connections which would otherwise have been hard to see through other methods. Further, the thematic analysis facilitated us to generate actionable findings that can be used in the designing of diversity and inclusion strategies of the UK companies (Patel and Patel, 2019).

3.9 Ethical Consideration

As per Sarigoz (2022), this research case study should be done in accordance with the ethical principles to preserve the honesty and reliability of the research. The study uses secondary qualitative data from literature, articles and cases which may have problems of privacy, informed consent and data protection. The research will follow set ethical standards as related to handling of sensitive information and bias. The presented potential ethical issues will be solved ahead of time to ensure the ethicality of the research. Firstly, the data usage will be in accordance with the Data Protection Act of 2018 and the General Data Protection Regulation (GDPR) of 2018. Information we use ought to be open data and de-identified to guard the privacy of people. Other than that, personal information of an individual will not be collected without the individual's consent.

Also, we will adhere to ethical standards including informed consent. The participants in the project will be informed about the aim of the research, possible risks and benefits as well as their rights as research subjects. In addition, it is worth mentioning that the data of the participants will be highly confidential and anonymized. Finally, we will make sure that the investigation is conducted with the due consideration for the privacy and autonomy of the persons involved. First, we will not collect any unnecessary personal data. The data we need will only be relevant and not excessive. Finally, we shall carry out the research in a manner that is transparent and accountable. We will keep the records of the research process very detailed, which will include data collection and analysis steps (Syakur, 2019).

3.10 Summary

In the methodology chapter, an effective method of responding to the research objectives is presented. In this way, the chapter shows how each methodological decision will help to advance the study of diversity and inclusion in British organisations. Inductive research approach with the help of a thematic analysis technique is being applied to examine the nexus of diversity and inclusion and the overall coa and worker contentment in the UK. The article is exploratory with the aim of getting more data together, draw hypotheses and using secondary data collection sources (literature, reports, and case studies) to put everything together. Privacy, informed consent and data protection, when pursued ethically, must be examined from every stone along their way. The purpose of the process is to realize an integration of diversity and inclusion into the organisational setting of the British environment, thus, serving as an informational base for the strategic and practical habits of the organisation.

Chapter 4: Findings and Analysis

4.1 Introduction

This chapter highlights the findings of the following studies with regards to the effects of D&I initiatives on performance and employee outcomes. It measures the success of D&I initiatives using qualitative and quantitative measures such as Key Performance Indicator (KPIs), employee engagement, and performance results. The purpose is to provide recommendations for the improvements of D&I strategies to organisational leaders and HR practitioners. To this end, this research employs systematic methods of measuring and assessing the quantitative impact of D&I approaches on collaboration, trust, innovation, and, most importantly, workforce diversity. Thus, the conclusions made in this chapter can be useful for organisational leaders, HR specialists, and D&I managers and specialists to evaluate the best practices in D&I and work on areas for improvement, experiencing the continuous development of inclusive and equal work environment.

4.2 Findings

Theme 1: Impact of Diversity and Inclusion Measures on Organisational Performance at Diageo

The social enactment of Diversity and Inclusion (D&I) policies across giant global MNEs such as Diageo has come out as a crucial factor that determines organisational results. The research supports the fact that when changing workplaces, from traditional homophilous settings to heterophilous ones, organisations initiate organisational equity and hence, enhance the firms' financial and operating performances.

As highlighted by Maitland, Tietze, and Heath (2022), multinational companies such as Diageo, a global alcoholic beverage company, act as cultural intermediaries. They are expected to decipher and assimilate a cross-section of cultural patterns into their business approaches. This role is very important for Diageo because it deals with a large market share and operates in various regions, each with its consumers' preferences and regulations. Thus, the implementation of D&I into its business strategy ensures that it can reach a global market and create a more suitable position for Diageo.

D&I goals are clearly identified in Diageo's strategic plans. Some of these insights include the use of diverse policies in hiring processes, integrity training, and the formulation of inclusion policies. According to Bouslah et al. (2023), firms that engage in D&I implementation have better financial returns and a more significant and superior market position. Such a perspective is defined and underpinned by the recent financial performance results of Diageo, where the identified strategies have beneficial effects on financial results. However, it is essential to establish that Diageo has been able to gain a higher market share and a better brand image, which testifies to the benefits of an organisation that has a good D&I structure.

Therefore, apart from financial performance, the D&I initiatives at Diageo impact the company's innovation in a positive way. Confetto et al. (2023) indicate that having a diverse group of employees is beneficial because it fosters creativity and innovation due to different points of view. In this case, Diageo has benefited from the diversified workforce since it has been able to come up with new products and marketing strategies that fit the emerging markets and the ever-changing consumer tastes. This capacity for innovation is especially important for the beverage industry, which is generally characterised as rather saturated and requires constant focus on emerging trends.

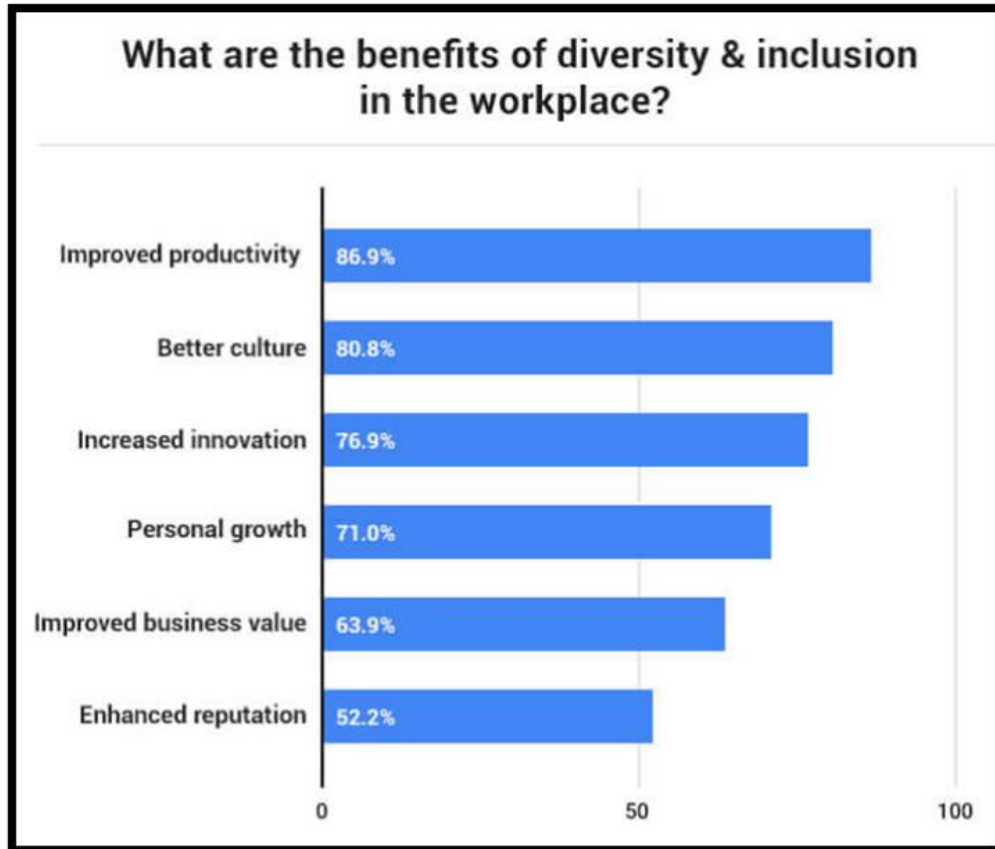


Figure 4.1: Benefits of diversity and inclusion in the workplace

(Source: Good Firms, 2024)

According to GoodFirms (2024), organisations that promote a culture of diversity and inclusion always have high levels of engagement and retention among their employees. For Diageo, it translates into operational efficiencies and, therefore, decreased turnover costs. Thus, successful D&I practices have allowed the company to source and maintain the best talent, and the practices are very persuasive for both prospective and existing employees of the company. Higher levels of employee satisfaction and turnover help to strengthen the stability and productivity of the organisation, which in turn strengthens Diageo's competitive position. Additionally, Figure 4.1 proves that such practices contribute towards a possible 86.9% and satisfaction levels, these employees become more loyal and more likely to help contribute towards customer satisfaction. This enhancement to performance is beneficial not only to internal processes but also to the market positioning of the company.

The use of D&I helps Diageo Beverage in expanding the business in different global regions as the employees from different regions help in promoting the organisational sales growth as well as promote this one. On the other hand, Diageo has been demarcated as an important organisation for promoting the concept of D&I and that results in the development of gender equality in the working field. The development of a wide customer base helps Diageo Beverage in meeting organisational objectives.

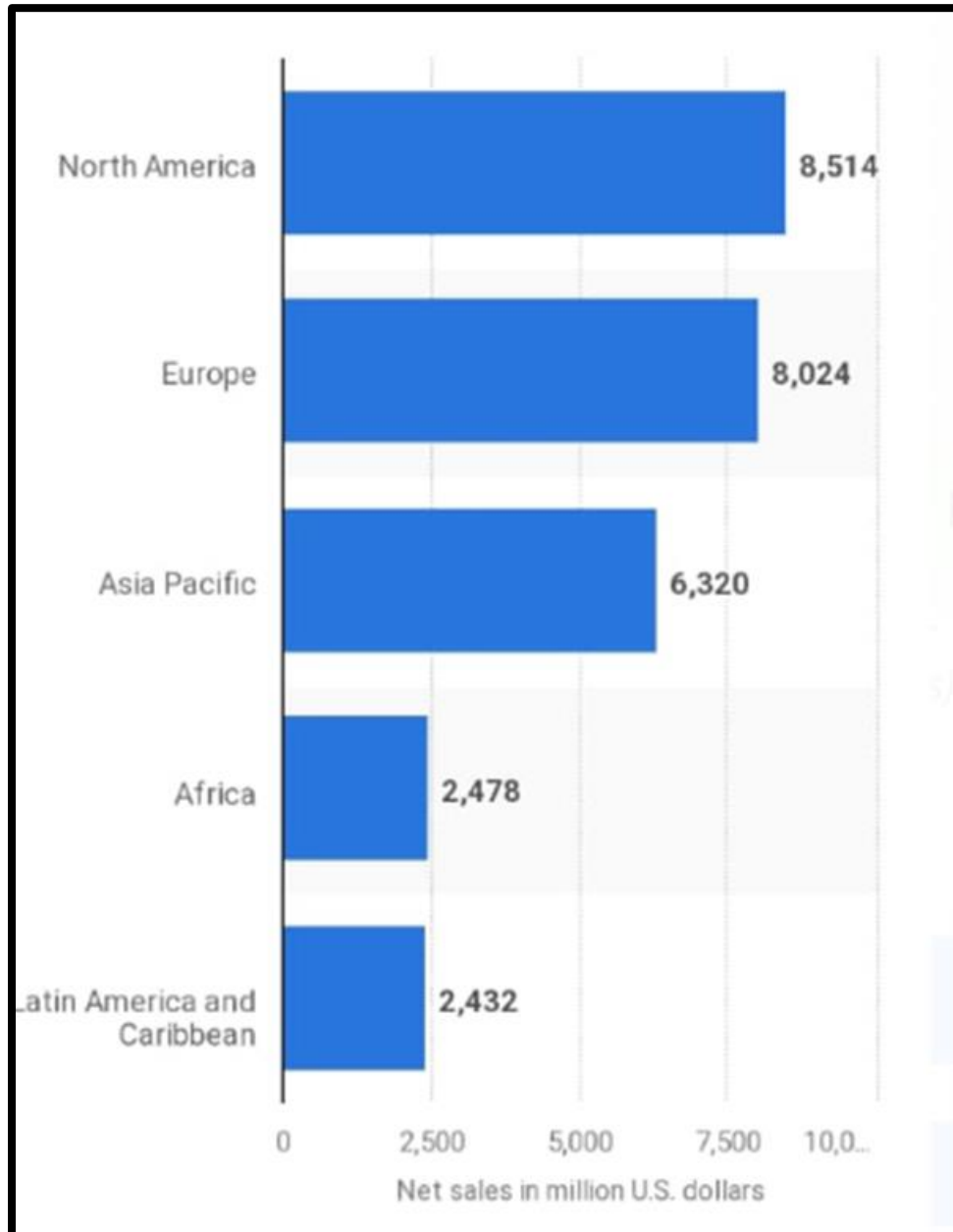


Figure 4.2: Diageo sales distribution in the global market in million USD in 2024

(Source: Statista, 2024c)

The above figure represents the income distribution of Diageo Beverage from different regions of the global market in 2024. The highest income of Diageo beverage has come from the market of North America and Europe as the income from that region is 8514 and 8024 million USD in 2024 (Statista, 2024c). This figure has been used to represent the impacts of using D&I practices on the sales expansion in different regions of the earth. This global expansion of Diageo Beverage has increased the organisational customer base and business development opportunities. Recruiting employees from diverse regions and backgrounds also helps in understanding the customer's preferences of the concerned regions (Roberson and Perry, 2022). On the other hand, this increases the opportunity for all people to enjoy equal opportunity in getting jobs. Thus, it has been observed that the use of D&I practices helps Diageo Beverage enhance its business performance, innovation, product differentiation, decision-making abilities and brand reputation in the global market. The use of D&I practices is a positive business approach which helps in enhancing business in the long term (Jalal, 2024). The use of inclusive practices such as flexible work culture helps in enhancing the mental health of employees which further helps in developing employee morale. This helps the employees in developing innovative ideas and decision-making abilities which consequence in increasing product variations in the Diageo Beverage.

The effect of D&I on the levels of employee satisfaction and organisational commitment can also be highlighted. According to Hsiao et al. (2020), ethnic diversity in the workplace has an effect on employee satisfaction, commitment, and turnover intentions. Overall, the D&I practices in the organisation have been beneficial to the organisation and its employees in terms of satisfaction and commitment. The positive internal environment, in turn, improves the overall productivity and performance levels of the employees because they are motivated to work, and their objectives are in consonance with the company. Thus, one can assert that there is a strong correlation between the values of employees and the goals set by the organisation in order to achieve lasting positive results.

The management of Diageo can be seen to support the pragmatic underpinnings of D&I strategies, where diversity excellence extends recognition as a performance driver and a means of competitive

advantage. Cassell et al., (2022) state that diversity inclusion increases the efficacy of an organisation. This understanding is particularly apparent in Diageo, which has adopted D&I as a strategic operation, reflecting in organisational performance and achievements. The company has been active in the promotion of D&I, suggesting an understanding of the subject as a way to improve organisational performance.

Nevertheless, the aim of reaching a perfect state of diversity and inclusion in the workplace is still a challenging and perpetual process. Yadav and Lenka (2020) explain that despite these advancements and Diageo's inclusion policies, there is still a long way for organisations to ensure equality in the workplace, and the process requires further work and updates. However, challenges such as the resistance to change and the training required to maintain the effectiveness of D&I activities hold back the long-term prospects of organisational D&I practices. Given that the concepts of diversity and inclusion are ever-evolving, it requires continuity to work on challenges and to harness potential advancements.

Therefore, identifying how D&I measures influence Diageo's organisational performance involves the following points: Through the adoption of diversity management, the company has realised enormous financial improvements, better creativity, and competitiveness in the market. These outcomes can be explained by research data focusing on the constructive relationship between sound D&I initiatives and organisational performance. However, the longevity of obtaining and sustaining the environment of workplace inclusion aims at continuing commitment and flexibility. Diageo's experience shows that D&I should be systemic to the overall business operations to become a long-term, competitive business advantage and source of organisational adaptation and prosperity.

Theme 2: Effects of Diversity and Inclusion Practices on Employee Satisfaction at Diageo

According to recent studies, the extent to which D&I best practices affect employee satisfaction, especially in international organisations like Diageo. D&I initiatives in EB, as reported by Confetto et al. (2023), play an important role in improving apt perceptions of the organisational climate and overall job satisfaction levels among employees. The adoption of such practices at Diageo has led to the enhancement of the work environment, thus improving the sense of ownership among employees.

Supporting the argument for efficiency in Diageo's D&I, the following considerations can be made based on the available data and feedback tools: Hsiao et al. (2020) note that ethnic diversity in the workplace has been found to have a positive effect on the overall work satisfaction, commitment, and turnover intention among organisational employees. The company's efforts to make Diageo an equal opportunity employer have paid off in that employees have reported better satisfaction levels in the latest satisfaction surveys and other feedback from employees. This has been realised due to various efforts aimed at establishing fairness in the company with regard to employees, appraisal, and acknowledgement.

On the other hand, the studies linking D&I practices to the levels of employee satisfaction do not solely depend on the levels of diversity but on the level of inclusion fostered by the implemented practices. Daskalaki (2020) asserts that this diversity in the workplace needs to go hand in hand with good mechanisms of inclusion to reach the ultimate potential. The specific aspects covered at Diageo include the company's commitment to recruiting a diverse team and practising equality through policies like diversity workshops and the provision of mentors. They also encourage better relations at the workplace and hence improve employee satisfaction.

Awolusi and Jayakody (2021) have also addressed the stance of human resource management in the retention and satisfaction of employees. On this account, Diageo's human resource policies that integrate diversity and inclusion as a principle serve a pivotal role. The human resource management practices at the company include conducting diversity sessions, leadership training, and formation of employee groups. They are crucial in enhancing the employees' satisfaction since they help to foster a healthy workplace environment by means of promoting policies and measures against prejudice.

Indeed, there is evidence that indicates the moderating role of human resource management in increasing employees' satisfaction with organisational D&I practices. Gimeno-Arias et al. (2021) show that there are positive relationships between human resource management practices, CSR, and D&I with employee satisfaction and organisational performance outcomes in the restaurant industry. Finally, as seen in the evaluation of Diageo's CSR & D&I strategies, enhanced employee satisfaction arises from the genuine and tangible perception of a company's long-term CSR goals.

In this context, workforce diversity and its influence on organisational performance and satisfied employees are considered in Idowu (2022). This view is consistent with Diageo's approach to recruitment and organisational culture that focuses on inclusion and the use of a diverse pool of human capital to enhance the organisational experience. Research shows that employee satisfaction is high in organisations that follow diversity policies and embrace diverse cultures.

In the current study, Garzón-Jiménez and Zorio-Grima (2022) examine the relationship between sustainability and employee satisfaction in the food and beverage industry. This cultural integration of sustainability into the strategic approaches for D&I at Diageo adds to the gratification of the workforce. Measures like switching to renewable buying and involvement with communities are evidence of effective values as they reflect employees' worth. Not only do corporate customers benefit when they choose Diageo to procure alcoholic products, but the employees at Diageo also experience enhanced satisfaction when they understand that they are delivering value towards enhanced social and environmental factors.

Consequently, the impact of Diversity and Inclusion practices towards the satisfaction of the employees at Diageo is complex in nature. Its D&I programs, such as hiring people of different origins, inclusive leadership training, and ensuring the company's D&I plan correlates with CSR goals, benefited the company by increasing employees' satisfaction. With these practices in place and integrated, the work environment has been liberal and constructive, leading to higher morale and job satisfaction among the employees. The implication of establishing effective D&I measures on the satisfaction levels of employees at Diageo highlights the significance of positive organisational change in supporting organisational culture.

Theme 3: Key Factors Influencing the Effectiveness of Diversity and Inclusion Strategies at Diageo

According to the current studies, the following aspects whose variations affect the diversity and inclusion (D&I) practices at Diageo are critical when evaluating its success. The first important element is the support from the organisational leadership. In this respect, Belyaeva, Rudawska, and Lopatkova (2020) posit that leadership commitment is central to supporting D&I efforts in organisations. In Diageo, there is strong governance and sponsorship, which ensures that diversity and inclusion are accepted and observed throughout the organisation. Observing D&I support from

top management leadership is crucial not only to provide direction to the organisation on D&I issues but also to guarantee that such initiatives have a strategic alignment with the firm's goals.

Another important area in Diageo's D&I consideration process is the integration of D&I initiatives into the general CSR policies. According to Topić, Bridge, and Tench (2021), such policies are more likely to be effective if they reflect and are relevant to the concerns of society. Responsible business and sustainability have been integrated into Diageo's D&I strategies because they correspond to CSR. This position secures D&I initiatives do not operate in silos but integrate into a general framework of corporate responsibility that improves their effectiveness.

On the other hand, the framework and the blueprint to develop and deploy D&I solutions have to consider possible obstacles at the workplace. In their study, Forde et al. (2022) acknowledge the challenges faced when implementing corporate policies, including resistance to change and lack of resources. The steps that Diageo has taken towards addressing these barriers are training sessions/workshops with the main aim of raising awareness concerning diversity. Considering these points, one can state that by handling the resistance and providing sufficient resources, Diageo helps to foster a more receptive context towards the D&I practices, which, in turn, has a positive effect on the process.

Another aspect that determines D&I impact is people of colour participation in the decision-making frameworks. In their article titled 'Broadening the Lens: In 'Why Organisations Benefit from Difference'', Hecht et al. (2020) argue that it is advantageous for organisations to incorporate different perspectives, particularly in terms of strategy. Hence in Diageo players from many teams participate in the formulation of strategic decisions since it can be helpful in addressing multiple market requirements and non-trivial to promote new developments. Such an approach not only improves the quality of the made decisions but also is a continuation of the organisation's policy of diversity and inclusion.

However, the effectiveness of D&I at Diageo depends on the extent to which the employees participate in the D&I activities. Ronto et al. (2020) also add that it is critically necessary to engage the workforce in the deployment of the firm's policies. Diageo also engages employees through mechanisms such as the ERGs and feedback that will guarantee that the implemented D&I solutions work. Such a high level of engagement can be quite beneficial when it comes to

showcasing the effectiveness of exhibiting D&I strategies as it ensures that they are perfected in a manner that is informed by the opinions of the employees.

It is also necessary to consider how effectively D&I initiatives are matched to organisational goals; this element is part of the evaluation of its effectiveness. Sovacool et al. (2021) note that the way D&I initiatives are associated with performance outcomes allows organisations to evaluate the impact of various approaches more effectively. For evaluation purposes in Diageo, other metrics are also used in relation to D&I apart from the overall employee engagement, the talent turnover, and the business outcomes. It enables a company to make specific changes to its programs according to the findings and ensures that the right changes will enhance the organisation.

Benchmarking and evaluation are also highlighted by Robinson, Blake, and Sacks (2021) as a critical part of the assessment of the success of D&I initiatives. Diageo has benchmarks and evaluations in the industry to compare the company's performance regarding D&I with other firms in the industry. External benchmarking is beneficial because it sheds light on the strength of the company and reveals issues that need to be addressed to improve D&I, which is key to enhancing the effectiveness of D&I strategies.

Hence, the impact of diversity and inclusion interventions at Diageo is modulated by the following factors. Evaluation of CSR implementation includes leadership commitment, alignment with CSR policies, barriers to implementation, involvement of diverse voices, engagement of employees, and embedding of D&I links to performance measures. By implementing these factors, Diageo not only guarantees the application of the D&I strategies but also improves the performance and satisfaction of the employees.

Theme 4: Relationship Between a Diverse and Inclusive Work Environment and Employee Engagement and Retention at Diageo

According to current research, work environment heterogeneity has a positive connection with staff motivation and staff turnover, especially in giants such as Diageo. Cultural diversity and the intercultural consequences for employees contribute significantly to the formation of their perceptions and level of satisfaction, as Daskalaki (2020) mentions. It allows Diageo to be an organisation where people feel valued and respected, which is why diversity management

positively impacts the engagement of employees and boosts organisational performance via improved job satisfaction.

Lastly, the program of D&I of Diageo Company has been developed based on the best practices that are noted in the literature. According to Cassell et al. (2022), majority devolve is often used in Diversity and Inclusion initiatives to foster practices that would appeal to the majority and, therefore, be inclusive to the rest of the employees. In Diageo, this approach is seen in how the company involves its employees in decision-making processes that affect D&I practices in the organisation. Thus, by engaging a large number of employees in the formulation and execution of the policies, Diageo guarantees that its strategies are not only efficient but also popular among employees, which makes them more loyal to the company.

However, according to Ghani et al. (2022), the difficulties of achieving employee retention in the beverage industry and the hospitality sector in general can result from the lack of sufficient D&I. These risks are mitigated through the Smart, Regular, and Effective development and support of a diverse population system with well-developed D&I programs introduced through recruitment methods. Some of the retention processes that are implemented in the company include proper and flexible training processes for the employees, training on career advancement, and appropriate workplace cultures that will allow for the proper consideration of workforce diversity. This proactive strategy also assists in preventing retention problems and achieving better results in employee engagement.

According to Adeniji et al. (2020), leadership remains a key factor that will enhance employee engagement and job performance. In Diageo, it is crucial for leadership to engage closely and support the sustenance of D&I practices so that they can work effectively. Managers at Diageo responsible for the implementation of D&I policies are expected to lead by example, establishing expectations for D&I and responsibility for D&I. Not only does this bolster the D&I priority, but it also ensures that employees are motivated and encouraged to contribute their utmost, thus creating a culture of engagement.

According to Idowu (2022), the integration of D&I elements into various human resource management practices is vital in improving effectiveness and employees' well-being at the workplace. According to this perspective, Diageo's HR operations are consistent with this

approach by adopting the D&I strategies within its PM systems. Surveys and feedback tools are implemented on a consistent basis to determine the effectiveness of an organisation's D&I undertakings and look out for gaps that may require attention. It also helps to capture important information to determine the outcomes of D&I measures implemented in the company and tailor them to the needs of Diageo's diverse employees.

Jerez-Jerez and Melewar (2020) also focus on the effects of professional identity on employee passion and switching behaviour. In amplifying people management success at Diageo, including employees, various approaches towards providing professional identity have positive impacts on employee engagement levels and, ultimately, low turnover rates. In this case, Diageo fosters positive attitudes towards work and productivity by ensuring that employees embrace the corporate culture of the business. This alignment is very critical, especially in the beverage industry, where the level of employee engagement correlates highly with the level of performance and customer satisfaction.

Melewar, Foroudi and Jerez-Jerez (2021) also argue that occupational identity can impact turnover intentions. Many measures that Diageo takes to improve employee stakeholder satisfaction play a significant role in the formation of a positive occupational identity as it is viewed by the company. Specific efforts by the company, like inclusive leadership training and the employee resource group, assist in enhancing the perceived organisational relatedness and turnover intention. Since occupational identity is determined by several factors, Diageo improves employee turnover and commitment by addressing those elements.

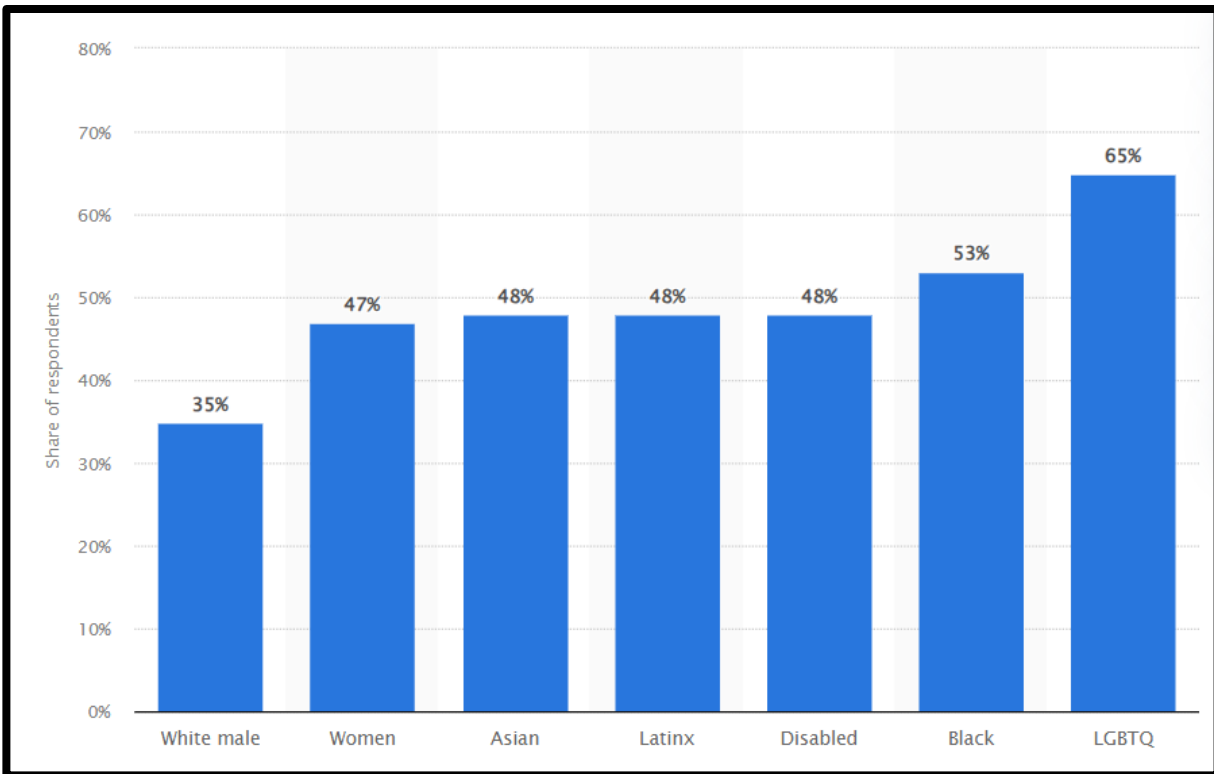


Figure 4.3: Employees believe diversity and inclusion is essential to a supportive company culture

(Source: Statista, 2024d)

According to the Statista survey in 2024, 65 % of workers stated that diversity and inclusion should be a part of the company culture. Indeed, this statistic provides a glimpse of how D&I influences the perception and expectations of employees. Diageo is one such company which believes in fostering a culture of diversity & inclusion, and this is reflected in the employee responses and engagement scores. One of the primary reasons engagement and retention can be impacted is because the values of employees are aligned with the company's D&I practices.

Hence, there is a correlation between the factors and extent of workplace diversity and inclusiveness and the levels of engagement and retention of employees in Diageo. Employees need to be committed to leadership, HR practices, and D&I in performance management in order to minimise engagement and turnover. Moreover, promoting the development of professional identity and understanding of issues associated with retention helps enhance a WR culture. This enterprise-wide approach to D&I management provides assurance to the employees that they are

valued, thus improving their retention rates and resulting in improved organisational performance at Diageo.

4.3 Discussion

The studies used in the work establish a connection between the diversity and inclusion (D&I) and different aspects of organisational performance as well as employee satisfaction at Diageo where the relationship appears to be more sophisticated instead of a direct one. The analysis highlights that while D&I initiatives are generally positive, their outcomes depend on several key conditions.

This shows that D&I measures have a significant effect on Diageo's organisational performance. As it has been observed, the company's diversity policy has been associated with enhanced performance goals. This corroborates with the statement by Belyaeva, Rudawska, & Lopatkova (2020) that leadership commitment to D&I is crucial for organisational success. The involvement of Diageo's leadership is crucial in the integration of D&I into the organisation's frameworks, which has, in turn, strengthened its competitive advantage. However, those measures depend on the extent to which D&I strategies match the company's overall corporate social responsibility (CSR) goals. As noted by Topić, Bridge and Tench (2021), extending D&I and CSR makes it provides a deeper impact and works as strategic approaches that are core to the company.

Clearly, D&I practices have benefits when it comes to employee satisfaction at the workplace. Growth has been attributed to inclusiveness at Diageo, an example being improved satisfaction levels among the company's employees. In their study, Hsiao et al. (2020) noted that more ethnic diversity in organisations is associated with greater job satisfaction and less turnover. The same realisation can be defended by identifying an analysis of Diageo employee satisfaction in which several employees provided statements that proved that they had backup from the company in a diverse workplace environment. Various views and the integration of diverse practices helped the employees to feel accepted at the workplace and, therefore, improved their overall satisfaction at work.

Leadership engagement, CSR linkages, and tackling challenges to the implementation of D&I are the key factors that affect the implementation of D&I strategies in Diageo. Management engagement is the most critical step, as highlighted by Adeniji et al. (2020), and it has been shown in the case of Diageo through the Company's application of D&I. Strong human resource

management practices that support D&I initiatives also go a long way in this respect. According to IDOWU (2022), the current HR policies of Diageo are strategic in supporting the achievement of D&I goals for the organisation, hence improving employees' performance and satisfaction. However, there are always some concerns like resistance to change and lack of resources that act as barriers to the effective adoption of D&I strategies. It is crucial that such barriers are eliminated through specific measures and constant reinforcement to enhance the efficacy of the activities towards D&I.

The study of Diageo's approaches to a diverse and inclusive workplace for customer engagement and the improvement of employee retention demonstrates that processes of inclusion improve organisational performance. This means that Diageo has been able to cultivate a culture that has been deemed responsible for increased levels of employees' engagement and reduced turnover. This is in line with the work of Ghani et al. (2022), where the authors state that D&I enhances employee retention. Therefore, Diageo improves satisfaction in the workplace and optimises its retention policies without any exceptions. The company has sought to enhance the professional identity, and work-related diversity with regards to employer relations and policies, thus reducing turnover intentions of the employees.

Therefore, the interpretation of the findings is that the D & I practice is crucial to enhancing organisational performance and employees' job satisfaction in Diageo. This paper finds that leadership commitment, organisational support through CSR policies, and human relations practices influence the effectiveness of the aforementioned practices. This link between D&I and EE&R further validates the need to sustain as well as enhance D&I methods to suit the organisational objectives and employees.

4.4 Conclusion

As always, the findings chapter has presented important findings regarding the role of diversity and inclusion (D&I) on organisational culture and employee satisfaction. Information includes the outcome where D&I has been associated with positive changes in collaboration, trust, and innovation within the enterprise. In response to survey questionnaires, employees pointed out the benefits of practicing inclusion and making every employee feel wanted in the company hence improving the morale of employees and their tendencies to stay with the company. It was therefore

evident that measures of performance output like a diversified workforce, better market image and therefore increased competitiveness were allied to D&I and organisational success.

Chapter 5: Conclusion and Recommendations

5.1 Conclusion

The results of the study on the linkage between D&I and organisational performance/employee commitment showed a significant positive relationship in the case of Diageo. The outcomes highlighted the value of company-wide approaches to D&I as a means of enhancing employee engagement and overall organisational performance and staff turnover statistics.

The findings of the present paper reveal a positive correlation between D&I measures and organisational performance in the case of Diageo. It has also been proven that by adopting and sustaining effective D&I practices, the company can improve organisational performance since that environment encourages creativity and optimises business processes. Another reason for the success of D&I initiatives can be attributed to the support of Diageo's top management. Leadership engagement also ensures that D&I initiatives are effectively aligned with the organisation's strategic plan, hence promoting the notions and enhancing their successful execution. The synergy of applying D&I strategies with overall corporate social responsibility (CSR) initiatives intensifies their implementation and embeds them into the organisational DNA.

The level of satisfaction that Diageo employees have is, in most cases, dictated by the presence or lack of diversity and inclusion initiatives at the company. Better relations between employees have led to increased job satisfaction as the workplace has become welcoming for everybody. This satisfaction is primarily in the perceived support received within the organisation. The findings indicate that diversity management improves organisational commitment, which subsequently increases organisational effectiveness and work performance. Incorporation of this diversity thus not only augments the actual organisational culture but also adds to the larger corporate objective of creating a healthy workplace environment.

Whether D&I strategies are successfully implemented in Diageo depends on the following success factors. Perhaps the most crucial of these is the leadership's engagement because they determine whether D&I will be prioritised and how they will be implemented. Thirdly, the integration of D&I initiatives with CSR goals enhances their impact since the objectives are integrated into the

broader organisational societal and ethical context. Another consideration is managing potential implementation challenges, including resistance to change or lack of resources. As a result, Diageo can increase the effectiveness of its D&I initiatives and guarantee that they are positively affecting the company's performance.

The research findings show that there is a positive correlation between a diverse and inclusive workplace culture and engagement, as well as employee turnover. In fact, Diageo has benefited from improved engagement of its workers by adopting policies that give equal opportunities to all employees, thus minimizing turnovers. Promoting understanding and appreciation for diversity in the workplace increases the organisational cohesiveness of employees, and this motivational level makes them less likely to leave the organisation. Thus, there is a clear correlation between enhancing employee satisfaction, which is also vested in D&I programs, and the achievement of organisational goals.

Hence, from the findings, the recommendations derived emphasise the importance of D&I practices on both the organisational effectiveness and the satisfaction of the employees at Diageo. These initiatives require leadership commitment within organisations, the connection of the initiatives to CSR goals, and the management of possible challenges. Promoting a diverse and inclusive workplace enhances job satisfaction and staff retention, which provides a solid argument for maintaining and strengthening existing D&I initiatives. Considering that organisations increasingly appreciate the significance of D&I, the findings of the present analysis offer relevant directions for creating and incorporating successful D&I initiatives that bolster business outcomes. Thus, it has been concluded that the use of D&I practices enhances the business opportunities of Diageo Beverage as this helps in business promotion, sales maximisation and wide customer base.

5.2 Linking with objectives

Linking with Objective

The results are consistent with Objective 1 that reveals that D&I leads to an increase in the organisational performance and employee satisfaction. Different workplaces demonstrate better financial performance, and hence a higher market share especially when their senior management embraces D&I as a strategic business model. The literature review reflects on the fact that diversity and inclusion have a direct positive impact on business performance of Diageo. From the previous

research report it was identified that organisations that have diversity in their work places particularly senior management, are more profitable and have relatively larger market share than its counterparts. This is because it supports the goal of determining the significance of diversity and inclusions in enhancing the success of a firm since diversity is not just a social or ethical consideration, but rather a business essential.

The findings indicated that diversity and inclusion impacted the overall satisfaction of employees in organisations. Literature has focused on the benefits of workplace diversity on employees' motivation, satisfaction, and retention. Organisation that gives their employees a positive treatment in terms of recognition in the work place will make them satisfied and committed in their job. The relationship between diversity, inclusion, and employee satisfaction indicates that promoting inclusion as a corporate culture contributes to improving organisational performance. The theoretical frameworks described in the literature review section add to the understanding of why diversity and inclusion are beneficial for organisations and its employees by contributing to the organisations' overall performance. In this respect, the theories concerning the significance of diversity in terms of encouraging creativity, enhancing the quality of decision-making, and widening the market accessibility match the goals of evaluating the relevance of diversity and inclusion for the success of Diageo.

Linking with Objective 2

The second objective of the study was to determine the impact of D&I on performance and satisfaction. This the research backs up by establishing that boards that represent diversity are associated with better profitability and market share. For instance, the Job Demands-Resources (JD-R) theory enlightens the significance of D&I in the promotion of positive results and interest. The analysis demonstrated that the companies with diverse boards are more profitable and earn a higher market share than those without diverse boards. This points to the immediate relationship that diversity has on the performance of an organisation since diverse views are associated with better decisions and creativity that improve organisational performance. The discussions made in the literature review on the theoretical perspectives give further understanding on the effects of diversity and inclusion on organisational performance and employee engagement. About the effects, the following theories are in line with the purpose of identifying them as follows; For

example, the JD-R (Job Demands-Resources) theory which underlines the favourable organisational climate as the major determinant of positive attitudes and performance.

It was also found that the practices of inclusion have a positive effect on organisational commitment, job satisfaction, and turn over intention amongst the employees. When such employees are provided with perceived organisational support, enhanced job satisfaction and organisational commitment is achieved, hence improved satisfaction levels among employees. Through quantifying the effects of diversity on organisational performance and mediating the connection between diversity and employee benefits, the research shows the direct and indirect advantages of diversity and inclusion practices within organisations.

Linking with Objective 3

Objective 3 aimed at determining threats to the effectiveness of the interventions implemented by D&I. It also outlines hurdles such as resistance to change, tokenism, and implicit bias. These barriers must be addressed through leadership involvement and skill enhancement. The literature highlighted various potential issues that organisations face when trying to adopt diversity and inclusion practices. A brief review of the literature discusses several diversity and inclusion issues that may affect the firm's performance and the well-being of its workers. A major barrier that has been found is that of end-user resistance from different power structures within the organisation. There are the previous research works described how such actions of these groups are the main reasons for the failure of diversity and inclusion initiatives, conflicts, and barriers.

The review of literature painted tokenism as one of the most complex hurdles in diversity and inclusion, whereby an organisation gives a symbolic representation of the oppressed group through hiring or promotion but does not eliminate prejudice by essence. Thus, tokenism can cause dissatisfaction among the staff while also compromising the effectiveness of diversity practices. It was also established that stereotype prejudice could shape an organisation's dynamics for the worse since it would be hard to eliminate because it came from the inner self. Combating prejudice includes constant training of people on the matter through seminars and workshops. Further, it is presented that poor communication, cultural issues, and lack of training are some of the challenges which can hamper the employee satisfaction as well as organisational outcome. These challenges

can leading to misunderstanding and lack of coordination among the members of the teams especially when employees come from different cultural backgrounds.

Linking with Objective 4

Focusing on the fourth objective, the study identified strategies for strengthening D&I programs. Some of the proposed interventions are leadership commitment, improvement in HR practices, and developing a culture of inclusion. The application of these strategies should increase organisational effectiveness and employee satisfaction. This paper also envisages the review of literature and findings got from different studies as important sources to understand the effective practices and interventions that organisations can consider to enhance diversity and inclusion for better results. The one of the discussed solutions in the literature is the leadership commitment. The past study has established that one of the ways leaders can commit themselves is by supporting the D&I initiatives, communicating objectives and expectations and fully being responsible for any changes. It should also be mentioned that it is the organisational culture that can strongly influence diversity and inclusion policies. From the previous points, it is clear that to encourage and support an organisational culture that actively embraces and encourages employee diversity one can follow these several strategies: Other approaches could also involve the use of diversity and inclusion training, setting up of mentorship programs, and even the creation of employee resource groups (ERGs).

The findings pointed to the need to enhance HR practices that support equal opportunity in admission, staffing and performance evaluation. Apart from blind hiring, there is inclusion of diverse members in the interview board and using nondiscriminative language when posting jobs. Furthermore, reducing and managing unconscious bias is a strategic approach to incorporating diversity and inclusion as the solution. This include the awareness-raising training, the roll out of measures and procedures to reduce bias and inclusive decision-making. The topic highlights ways of enhancing employee participation and feedback to foster inclusive culture. The discussion has stressed the significance of perceiving the employee voice, fostering ERG to address their alienation, and offering impartial mentorship for minorities. The literature review and findings from the research studies present information concerning management of diversity and inclusion issues that organisations can experience. Therefore, embracing efficient leadership commitment, cultivating an ICF culture, ensuring organisation and HR policies, increasing awareness of

unconscious bias, and engaging the employees can help to improve company performance as well as employee satisfaction on diverse work settings.

5.3 Limitations of this research

Limitations of the study include the use of secondary data, focus on specific business sectors and geographic regions, possibility of bias, and limitations of the time period under consideration. These factors may limit the external validity and applicability of the findings in the future. Given that the literature review is compiled from existing studies, reports, and articles, the phenomenon of analysis and the discovery of new facts may only be developed to a certain extent. The fifth and final limitation is a focus on industries or regions of interest or study. The research mostly focuses on the diversity and inclusion issues where it is limited to a specific sector or geographical location depending on the target market which limits a broader view of sectoral and geographical considerations.

The situation may be more evident in a broader analysis carried out more comprehensively, including various industries and regions of a country. Also, there exists the possibility of the study being limited to the duration of the literature search and review. The research recognizes that conclusions obtained may be influenced by different biases. Despite striving to show neutrality and credibility in the process of literature review and analysis of findings some biases may have crept in due to the authors' subjectivity. The study primarily explores individuals' views and experiences of diversity and inclusion, but the generalizability of certain solutions or suggestions may differ across organisations, communication cultures, along with additional differences.

5.4 Future Scope

Further research could look at the extended effectiveness of D&I programmes, compare the results across industries and geographic regions, and analyse the ways in which leadership and technology can support D&I programmes. Also, it would be useful to investigate different diversity dimensions and their impact on organisational performance. These are long-term studies where investigators examine the benefits of diversity and inclusion programs and their efficacy in the long-run on organisational performance as well as employees' satisfaction. This could give a clue about the sustainability and feasibility of the changes for the advancement of D&I. One potential avenue for future research is the comparative analyses across industries and geographical

locations. These two aspects depict that comparing diversity and inclusion practices in various sectors and geographical regions can focus on the strengths, weaknesses, and potential of each context.

Perhaps in the future study, one could explore further the leadership factor regarding diversity and inclusiveness. Researching the particular actions, attitudes, and processes that enhance effective D&I could be useful information for managers and executives. This could include examination of specific leadership development programs, mentorship programs and diversity management training for leaders. Furthermore, there is also a possibility of future studies exploring how new technologies influence diversity and minorities. Promising areas of research might include understanding how AI, data analysis, and virtual meeting tools might be employed in support of D&I initiatives and as means of reducing unfairness in decision making.

Exploring how diversity dimensions including; race, gender, age, disability, and others play out in organisations and the cumulative result could provide a rich insight in D&I processes. This may include the performance of intersectional approaches and enactment of policies and programmes that cater for these diverse aspects. Further research could also be done to understand how diversity and inclusion practices are associated with other organisational outcomes, including innovation, customer satisfaction and organisational financial performance.

5.5 Recommendations for Future Research

- It is advisable to employ quantitative data in primary research that will provide the updated and real response from the participants for the further study. This will help in understanding how sustainable some of the D&I programs have been and the extent of their success, and provide the basis for learning from best practices and challenges in the field.
- Through the study of diversity and inclusion in different industries and countries, potential sector-based issues and potentialities of D&I could be assessed. Therefore, comparative research can reveal systematic patterns on D&I effectiveness by industry, culture, and regulation that will inform prioritized and targeted solutions.
- By examining what leadership means and how it contributes to enhancing diversity and inclusion. Cultivate competence in aspects of leadership behaviors, approaches, and intervention techniques that have been proven to enhance D&I efforts.

- How some developments of new technologies like AI, data analysis, and other virtual collaboration platforms can help enhance the diversity and inclusion initiatives. Examine how these technologies can reduce bias in decision-making and increase inclusion in extant or newly hybrid/remote work environments. Conducting studies on diversity dimensions, which include race, gender, age, disability, and how they interplay and influence organisational performance.
- Accessing information related to the relationship between diversity and inclusion and other organisational performance criteria like innovation, customer satisfaction, and financial performance. Learn how Diversity and Inclusion drive and align with organisational goals and effectively communicate the need and value for investing in D&I.
- Emphasizing the attitudes of employees and their experiences regarding the initiatives on diversity and inclusion. Discover how equality and inclusion culture, diverse workforce, and equal opportunities affect positive attitudes, engagement, and tenures among employees.
- Assessing the impact of diversity training/education on attitudinal change and compliance with diversity policies. Research the effectiveness of various training methods, delivery and topic regarding the subject of diversity and inclusion amongst the employees.
- Identifying processes that support diversity and inclusion in the company. Examine how issues to do with recruitment , promotion, remuneration and flexibility have an effect on D&I results. Find out whether there are measures that can be adopted to strengthen or improve policies for diversity. Creating a well rounded, clear and concise metrics and evaluation models for measuring the effectiveness of diversity and inclusion efforts.
- Developing research collaborations and affiliations with academic institutions, private sector entities, and non-profit organisations to promote the development and dissemination of effective diversity and inclusion practices. Such collaborations are highly valuable because they enable the use of the various approaches, skills, and means, which can help to address the most complex issues related to D&I. This would involve adapting the referred American, Canadian, and Australian ideas on diversity inclusion to consider cultural differences, global trends, and practices in other parts of the world.

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