

Social Dimensions of ESG (Environmental, Sustainability and Governance) In India: A Comprehensive Review of Literature

Submitted by

Varinder Kumar

Supervisor:

Dr. Bibhuti Bhusan Mohapatra

1. Introduction

This century has seen the emergence of a worldwide realization of the interlinked issues of environment, inequality, and business malpractice. In this regard, ESG frameworks have become essential tools for businesses and governments to address their economic growth and development while at the same time ensuring sustainability and good governance practices. India, as the country with the highest population and fifth largest economy in the world, holds an important place in terms of ESG discussions. From being predominantly an agrarian economy under colonial exploitation to an emerging industrial giant, India's transition offers both challenges and opportunities when implementing ESG principles.

Indian environmental governance can be traced through various stages of history that have left their marks on today's processes. Firstly, during the colonial period (1757-1947), environment policies were based on exploitation and extraction, focusing mainly on depleting natural resources rather than maintaining the environment and sustaining its health. For instance, the Indian Forest Act of 1865 and other modifications of this law were designed exclusively for British interests, thereby depriving Indian communities of their land rights and creating a legacy of environmental injustice (Gadgil & Guha, 1995). Next, after independence, in the postcolonial stage (1947-1970s), the nation-building era did not pay much attention to environmental issues, but more on building industries, food supply, and dams. Therefore, the foundation of many ecological problems can be traced back to these years.

Finally, the Stockholm conference in 1972 was a pivotal event for India as it resulted in legislation such as the Wildlife Protection Act of 1972, Water (Prevention and Control of Pollution) Act of 1974, and Forest Conservation Act of 1980. However, the Bhopal Gas Tragedy in 1984 was another event that marked the need for legislative changes due to disastrous outcomes resulting from lack of proper governance and environmental considerations. The tragedy took thousands of lives and still affects people to this day. This incident led to the creation of the Environment Protection Act of 1986, which has been crucial for further development of Indian ESG practices (Sriramachari, 2005).

The liberalization of the economy in 1991 marked a point of no return concerning India's ESG trajectory. By opening up markets to FDI inflows and privatization, India began to experience conflicts between its quest for swift growth and sustainability issues. This led to the degradation of the environment due to air and water pollution, deforestation, loss of biodiversity, greenhouse gases, among others, during the 1990s and early 2000s. However, this era also witnessed the adoption of CSR principles by Indian companies; these were often philanthropic and voluntary and reflected a new level of awareness by corporations of their stakeholders' needs beyond profitability (Balasubramanian et al., 2005).

A number of milestones that have been crucial in defining the current ESG framework for India started emerging post-2008. The global financial crises have spurred governments across the world to re-evaluate corporate governance rules. In India, the Companies Act 2013 became revolutionary in that it introduced legislation mandating CSR expenditure at 2% of the average net profits (Ministry of Corporate Affairs, 2013). Besides, the Companies Act 2013 established stringent corporate governance regulations, which required firms to establish independent directors, audit committees, and stakeholder relationships committees. It is argued that India became the first nation to adopt such laws, although controversies surrounding their implementation exist.

Other imperative changes shaping India's ESG trajectory relate to climate change issues. After signing the 2015 Paris agreement, India promised to reduce emissions intensity per unit of GDP by 33.35%, achieve 40% cumulative electric power capacity from non-fossil fuels, and create a new carbon sink equal to 2.5-3 billion tons of CO₂-equivalent via increased forestry coverage (Government of India, 2015). The National Action Plan on Climate Change (NAPCC) was launched in 2008 and revised afterwards. NAPCC includes eight national missions aimed at promoting solar energy, improved energy efficiency, sustaining the Himalayan ecosystem, green India, sustainable agriculture, and enhancing knowledge on climate change.

However, SEBI has continuously improved the regulations related to sustainability disclosures through the use of ESG parameters. In particular, in 2012, SEBI introduced the reporting requirement known as the Business Responsibility Reports (BRR) for the top listed organizations. In 2021, these guidelines were modified into the more elaborate Business Responsibility and Sustainability Report (BRSR) which includes mandatory ESG disclosures in accordance with both GRI and UN SDGs (SEBI, 2021). In such a way, the new framework introduces an important improvement and requires more transparency in terms of quantitative data regarding ESG impacts including environment, social metrics (e.g., workforce diversity and community relations), and corporate governance (e.g., information on board composition and ethics).

Unfortunately, even with all regulatory changes, India has to deal with a number of problems concerning the realization of ESG. First, the development path of the state is associated with numerous contrasts; India is the home to some of the leading technological firms but is also characterized by several hundred million people lacking access to basic services due to their poverty. Thus, India features 18 out of 30 most polluted cities, water shortages that are experienced by almost 600 million residents, and growing intensity and frequency of climate-related natural hazards such as floods, droughts, and hurricanes (World Bank, 2021). Finally, the agriculture sector where nearly half of workers are employed is extremely sensitive to climate change and contributes greatly to GHG emission through practices such as stubble burning and methane emissions from the livestock industry.

In addition, there are social challenges that need to be addressed in the framework of ESG in India. While the constitution guarantees equality to everyone, inequalities prevail based on caste, gender, religion, and geographic location in the state. The country is known to have one of the lowest labor force participation rates of women (approximately 25%), reflecting serious discrimination in terms of gender in the work environment, education, and management (International Labor Organization, 2020). Moreover, Dalits and Adivasis (indigenous communities) suffer from various forms of discrimination and bear disproportional burden for environmental and climate issues as they live in places with the highest pollution rates and greatest risks of natural hazards.

Corporate governance issues run rampant within the Indian ESG context. Corporate governance scandals, such as the Satyam scandal (2009), collapse of the IL&FS group (2018), and continuing issues with major business conglomerates reveal deficiencies in governance practices and lack of enforcement and auditor independence. Business groups dominated by families, which make up a significant part of Indian business, typically possess obscure ownership structures and indulge in related-party transactions (Khanna & Palepu, 2000). Governance in the public sector is

challenged by issues such as corruption, inefficiency, and political interference. The judiciary, despite increased activity in environmental issues via public interest litigation, struggles to handle an overwhelming number of cases that delay justice provision.

The SME sector, accounting for more than 95% of industrial firms and employing hundreds of millions, lacks regulation in the area of ESG, largely operating without formal requirements. Limited awareness, scarcity of resources, and the lack of proper mechanisms hinder ESG adoption by this economically important sector. Significant regional variations can also be seen – while highly industrially developed states, like Maharashtra, Gujarat, and Tamil Nadu, feature high ESG maturity levels, less developed states have laxer environmental regulations in order to attract investments, thus turning into pollution havens (Dasgupta et al., 2001).

The COVID-19 pandemic shed light on and exacerbated preexisting ESG issues. Large-scale migration of workers illustrated shortcomings of the social security net and exploitative working conditions, whereas problems in the supply chain emphasized vulnerabilities and lack of resilience. Weaknesses in health care infrastructure highlighted chronic underfunding of social services. At the same time, the pandemic brought about technological transformation, work-from-home arrangements, and a renewed emphasis on health care and social services – creating potential for progress towards improved ESG.

Integration of ESG considerations into the financial sector is a relatively recent development. While major institutional investors and some banks began integrating ESG into their decision-making processes, comprehensive integration across all Indian financial institutions is still lacking. Instruments of green finance, such as green bonds and sustainability-linked loans, exist, and the Indian market of green bonds has grown significantly since 2015, yet is a very minor share of the capital market (CBI, 2020). Guidelines for sustainable banking were also released by the Reserve Bank of India.

Increasing international pressure is making India more involved in ESG. Increasing globalization is putting pressure on suppliers in India to adhere to ESG, especially in the textile industry, pharmaceutical sector, and manufacturing firms. Investors abroad are utilizing ESG screens while investing in Indian stocks. Border carbon adjustment policies adopted globally, such as by the EU and others, could result in levying duties on exports that emit high levels of CO₂. Such international pressures may create conflicts and contradictions as they relate to domestic priorities.

Technological progress provides India with prospects for ESG as well as challenges. Technologies associated with renewable energy have witnessed substantial price reductions. The digital age makes it easier to monitor and report activities and engage stakeholders. Innovations within fintech provide financial inclusion, which is necessary to address social issues. However, technology shifts are a challenge as they bring about job losses in the fossil fuels industry and contribute to e-waste and digital exclusion.

Civil societies, media, and activist communities are also vital for India's ESG ecosystem. Movements such as the Chipko, Narmada Bachao Andolan, and climate change protests among others have influenced environmental policy formulation and discussions. Media plays an important role by investigating companies that abuse the environment. Public interest litigation has produced landmark judicial decisions on environmental protection. However, in recent times, we have seen worrisome trends, including restrictions in funding NGOs from abroad, sedition cases against environmentalists, and shrinking civic spaces (Amnesty International, 2021).

2. Statement of the problem

With all the above factors in mind, this dissertation examines an important research question: Even though there are progressive regulatory frameworks in place and corporations in India have made ESG commitments, there are still significant gaps between policy and practice, especially regarding social equity issues.

Secondly, the scholarly literature concerning ESG in India shows some noticeable shortcomings despite its gradual accumulation. There is a lack of empirical studies that would be conducted in relation to the smaller, non-listed businesses, public organizations and informal sectors. The geographical distribution of ESG practices across India requires further exploration since most existing studies focus on industrialized areas. There is hardly any literature concerning the integration of traditional and indigenous knowledge systems with modern approaches to ESG development. Additionally, longitudinal studies that explore the development of ESG and its impacts over time are quite scarce. Moreover, critical studies exploring the issues of power dynamics, corporate capture of regulations and the inherent contradiction of capitalistic needs and ecological sustainability receive very little attention in terms of ESG.

3. Purpose and Scope of the Dissertation

The purpose of the dissertation involves conducting a thorough critical review of existing literature to identify knowledge accumulated by scholars concerning the social dimension of ESG in India, detect persisting gaps in research and suggest future directions in both study and practice. By reviewing and analyzing the academic literature, official reports and policies of the past few decades (1995-2025) this research aims to provide a comprehensive overview of India's experience with ESG – from accomplishments and limits to contradictions and opportunities. This will require an interdisciplinary approach with the use of various fields of expertise, including commerce, economics, environmental science, sociology, law and political economy.

4. Objectives:

In pursuit of its purpose, this research strives to achieve several connected goals. First and foremost:

- (1) To explore the historical background of ESG and its concepts, placing current discussion within a wider developmental context.
- (2) To conduct systematic reviews on the literature about the social dimension of ESG in India.
- (3) To critically assess the effectiveness of the current measures to improve ESG in India in terms of its social aspect.
- (4) To highlight under-studied issues and marginal views.
- (5) To conclude and generate relevant suggestions for future research and practice.

5. Methodology

The study will do a bibliometric analysis of extant literature. The “bibliometric” package (Aria & Cuccurullo, 2017) of R software will be used to analyse the data. The bibliometric analysis comprises analyses of relevant sources, authors, and documents. Analyses of the coupling of authors and sources, co-citations of references, the collaboration between universities and countries, and the co-occurrence of keywords are also part of the bibliometric analysis.

For the purposes of this research, bibliometric analysis of the literature will be applied to analyze and discuss the current researches dealing with ESG social practices and employee discrimination issues. In brief, bibliometrics is the quantitative method used for the analysis of scientific literature, its statistics, and citations. Bibliometrics allow revealing research directions, main authors and their productivity, influential publications, journal rankings, collaboration, etc., that are inherent for a particular area. Currently, bibliometric analysis is highly popular among management and sustainability scholars, which makes it an ideal tool for this research.

To perform the analysis, the "bibliometrix" software developed by Massimo Aria and Corrado Cuccurullo for R environment will be used (Aria & Cuccurullo, 2017). Bibliometrix is a powerful open-access R package that enables the execution of bibliometric analysis in the context of science mapping. The software is useful in terms of importing bibliographic data, as well as performing complex and detailed analyses using the information available on different websites, such as Scopus and Web of Science.

In the process of bibliometric analysis, it is important to conduct a comprehensive study. Thus, the analysis should incorporate multiple dimensions. First, the analysis of sources will reveal the most influential journals publishing papers on ESG social practices and employees' discrimination. With the help of this part of the analysis, it will be possible to identify the journals with the largest volume of scientific output in this field.

Second, the most productive and influential authors will be discussed. Author's analysis can be done with regard to their productivity measured by the number of papers, as well as citation analysis, and indicators of author influence, such as h-index. The analysis will also help identify prominent scholars and their contributions to the development of literature on workplace discrimination, diversity, inclusion, and ESG practices.

6. Preliminary Review of Literature

ESG scholarship employs diverse theoretical lenses. Stakeholder theory (Freeman, 1984) argues corporations should consider all stakeholders' interests, not just shareholders, providing normative foundation for ESG. Empirical applications examine how firms balance competing stakeholder demands and whether stakeholder orientation enhances long-term value.

Institutional theory explains organizational behavior as shaped by institutional pressures—regulatory, normative, and mimetic. ESG adoption is often analyzed through institutional lens, with firms responding to regulations (coercive isomorphism), professional norms (normative isomorphism), or imitating successful peers (mimetic isomorphism) (DiMaggio & Powell, 1983). This framework explains ESG diffusion patterns and cross-firm variation.

Resource-based view posits competitive advantage derives from valuable, rare, inimitable resources. ESG capabilities—reputation, stakeholder relationships, environmental technologies—can constitute strategic resources. Literature examines when ESG investments generate competitive advantages versus when they represent costs (Barney, 1991).

Legitimacy theory suggests organizations seek alignment with societal values and expectations to maintain legitimacy necessary for survival. ESG activities and disclosures can be interpreted as legitimacy-seeking behaviors, particularly following scandals or controversies threatening corporate reputation (Suchman, 1995).

Agency theory focuses on principal-agent conflicts between shareholders and managers. Governance mechanisms aim to align interests and ensure managerial accountability. ESG governance research frequently employs agency framework, examining whether governance structures reduce agency costs and enhance shareholder value (Jensen & Meckling, 1976). Political economy perspectives critically analyze ESG within broader capitalist structures, questioning whether ESG initiatives address root causes of environmental and social problems or merely legitimize fundamentally unsustainable economic systems. This critical scholarship interrogates power relations, corporate capture of regulation, and ESG's potential complicity in greenwashing while systemic exploitation continues (Banerjee, 2008).

The literature on Environmental, Social, and Governance (ESG) in India has expanded considerably over the past three decades, reflecting growing recognition of sustainability imperatives within academic, policy, and corporate circles. This review systematically examines scholarly contributions organized thematically across the three ESG pillars, while acknowledging their inherent interconnections. The review spans peer-reviewed journal articles, books, policy reports, and working papers, predominantly from the period 1995-2025, though seminal earlier works are included where relevant. The analysis identifies dominant theoretical frameworks, empirical findings, methodological approaches, debates, and evolutions in scholarly understanding.

Environmental concerns constitute the most extensively researched dimension of ESG in the Indian context, driven by the country's severe pollution challenges, climate vulnerability, and natural resource constraints. Literature in this domain can be organized into several thematic clusters: industrial pollution and environmental regulation, climate change and mitigation strategies, biodiversity and forest conservation, water resource management, and corporate environmental performance.

Forest governance research documents tensions between conservation and livelihoods. The Forest Rights Act 2006, recognizing forest-dwelling communities' rights, represented a paradigm shift from exclusionary conservation toward participatory approaches (Kashwan, 2017). Studies evaluate implementation, finding significant state-level variation; progressive states recognized substantial community rights while others resisted, reflecting bureaucratic inertia and elite capture. Evidence suggests secure community rights can enhance both conservation outcomes and livelihood security, challenging narratives that position these as inherently conflicting (Somanathan et al., 2009).

Mining and extractive industries generate literature examining environmental and social impacts. Studies document forest loss, water contamination, air pollution, and displacement associated with mining in regions like Odisha, Jharkhand, and Chhattisgarh. Padel and Das (2010) analyzed mining conflicts in tribal areas, documenting resistance movements against displacement and environmental destruction, often met with state violence. This critical literature questions development paradigms prioritizing resource extraction over sustainability and community rights, connecting to broader debates about alternative development models.

Social aspects of ESG encompass workforce practices, human rights, community relations, supply chain labor standards, health and safety, diversity and inclusion, and broader stakeholder engagement. While historically receiving less attention than environmental dimensions in Indian ESG literature, social considerations have gained prominence, particularly following corporate scandals, labor rights advocacy, and recognition of social sustainability's centrality to long-term business viability.

Labor practices constitute critical yet underexplored dimensions of social sustainability in Indian ESG literature. India's labor landscape is characterized by vast informal sector employment (~85% of workforce) with limited legal protections, low wages, and precarious conditions. The organized sector, while offering better protections, has witnessed increasing informalization through contract labor, undermining job security and benefits (Papola, 2013).

Occupational health and safety literature documents serious deficits. India experiences among the world's highest rates of workplace fatalities and injuries, particularly in construction, mining, and manufacturing. Regulatory frameworks exist—Factories Act (1948), Mines Act (1952), and specific safety regulations—yet enforcement is weak due to

inadequate inspectors, corruption, and employer non-compliance (Pingle, 2012). The construction sector, employing millions of migrant workers, exhibits especially poor safety standards, with frequent accidents often unreported due to informal employment arrangements.

Child labor, despite constitutional prohibitions and ILO conventions, persists in India, with estimates ranging from 10-30 million children in labor depending on definitions. Literature examines child labor drivers including poverty, inadequate education access, and cultural factors, alongside policy responses including Right to Education Act (2009) and conditional cash transfer programs (Edmonds, 2007). While incidence has declined, eliminating child labor requires addressing root causes through comprehensive development rather than just prohibitions.

Gender dimensions of labor practices receive increasing attention. Despite growing educational attainment, women's labor force participation in India declined from ~35% in 1990s to ~25% in 2010s, attributed to multiple factors including lack of safe transportation, inadequate childcare, social norms restricting mobility, and poor workplace safety from sexual harassment (Klasen & Pieters, 2015). The Sexual Harassment of Women at Workplace Act (2013) established prevention mechanisms including internal complaints committees, though implementation varies significantly across firms and sectors.

The gender pay gap, with women earning substantially less than men for comparable work, persists across sectors. Literature attributes this to occupational segregation, discrimination, and career interruptions associated with caregiving responsibilities (Khanna, 2012). Women's underrepresentation in leadership—comprising less than 5% of corporate board members until recent diversity mandates—reflects glass ceilings throughout organizational hierarchies.

Supply chain labor practices have attracted attention following international scandals. The textile and garment industry, a major exporter employing millions predominantly women, faces scrutiny over wages, working hours, and safety following disasters like the Rana Plaza collapse in Bangladesh. Studies find Indian garment workers often work excessive hours for wages below living standards in poor conditions (Anner, 2019). While multi-stakeholder initiatives and certification schemes aim to improve standards, effectiveness remains debated, with concerns about audit gaming and limited worker voice.

Forced labor and bonded labor, illegal yet persistent, constitutes a severe human rights concern. Vulnerable populations including migrants, Dalits, and Adivasis are disproportionately affected, trapped through debt bondage, particularly in agriculture, brick kilns, and quarries. Rehabilitation efforts face challenges including denial by employers, corruption, and lack of economic alternatives for freed workers (Srivastava, 2005).

The gig economy's rise with digital platforms (transportation, delivery, services) has created new labor governance challenges. Workers lack employment contracts, social protections, minimum wage guarantees, and collective bargaining rights, classified as independent contractors rather than employees. Literature examines implications for worker welfare and calls for regulatory adaptations to protect gig workers while preserving flexibility (Rani & Furrer, 2019).

Trade unions, historically important in organized sector labor advocacy, have weakened with sectoral shifts, employment informalization, and restrictive regulations. Studies note declining unionization rates and strike activity, potentially undermining worker voice in corporate governance and wage negotiations. Some literature advocates for new forms of worker organization adapted to contemporary employment patterns.

Diversity and inclusion (D&I) in Indian corporate context encompasses multiple dimensions: gender, caste, religion, disability, and regional diversity. Literature documents persistent underrepresentation of marginalized groups in corporate employment and leadership, reflecting broader societal discrimination and structural barriers.

Caste discrimination, despite legal prohibitions, shapes labor market outcomes. Studies find significant wage penalties for Scheduled Castes (SC) and Scheduled Tribes (ST) even controlling for education and experience, attributed to discrimination and social capital deficits (Thorat & Attewell, 2007). SC/ST representation in private sector employment remains far below population shares (~25%), particularly in higher positions. While public sector employment provides constitutional reservations for SC/ST, private sector has largely resisted affirmative action, citing meritocracy concerns.

Some recent literature examines voluntary D&I initiatives by corporations, including targeted recruitment, mentorship programs, and bias training. Leading firms have adopted diversity goals, though progress remains slow and often concentrated at entry levels rather than leadership (Haq, 2013). The business case for diversity—enhanced innovation, employee satisfaction, and market understanding—gains corporate acceptance, though empirical evidence in Indian context remains limited.

Religious diversity, particularly Muslim representation, shows significant gaps. Studies document lower educational attainment and employment rates for Muslims, attributed to discrimination, ghettoization, and educational disparities (Sachar Committee, 2006). Corporate D&I initiatives rarely explicitly address religious diversity, reflecting sensitivity around communal politics.

Disability inclusion remains minimal despite the Rights of Persons with Disabilities Act (2016) mandating accessibility and non-discrimination. Attitudinal barriers, inaccessible infrastructure, and lack of accommodations limit employment opportunities for persons with disabilities. Some corporations have initiated targeted hiring and accessibility programs, though scale remains small (Vornholt et al., 2013).

LGBTQ+ inclusion has emerged as D&I frontier following the decriminalization of homosexuality (2018). A few progressive companies have adopted inclusive policies including partner benefits and non-discrimination clauses, though most organizations remain silent or unwelcoming.

Regional and linguistic diversity in corporate environments, particularly in multinational firms and IT sector, has generated literature on inclusion challenges for employees from nonmetropolitan, non-English-fluent backgrounds navigating organizational cultures that privilege certain linguistic and cultural capitals (Radhakrishnan, 2007).

Governance constitutes the third ESG pillar, encompassing board structures and independence, executive compensation, shareholder rights, transparency and disclosure, ethical conduct, anticorruption measures, and regulatory compliance. Indian corporate governance literature has evolved from concerns about family business groups' opaque practices to examining regulatory reforms and their effectiveness.

Corporate governance scholarship in India initially focused on concentrated ownership structures, particularly family-controlled business groups dominating the economic landscape. Khanna and Palepu (2000) analyzed Indian business groups, arguing they filled institutional voids (weak capital markets, contract enforcement, information intermediaries) through internal markets. However, this also enabled tunneling—extracting value through related-party transactions—and minority shareholder exploitation.

Major corporate scandals punctuate governance literature. The Satyam fraud (2009), where the founder admitted inflating profits and assets worth billions, exposed auditor failures, regulatory gaps, and board ineffectiveness (Bhasin, 2013). The IL&FS collapse (2018), involving defaults on massive debts by a systemically important infrastructure finance company, revealed governance failures including board oversight, auditor independence, and regulatory supervision (RBI, 2019). These episodes motivated governance reforms and scholarly analysis.

Board independence emerged as central governance theme. Regulatory reforms progressively increased independent director requirements, with SEBI mandating majority independent boards for large companies. Literature evaluates effectiveness, with mixed findings. Some studies find positive associations between board independence and firm performance or governance quality (Black & Khanna, 2007). Others question whether nominal independence translates to substantive monitoring, noting Indian independent directors are often chosen from promoter networks, limiting critical oversight (Sarkar & Sarkar, 2009). Board diversity, particularly gender diversity following 2014 mandates requiring at least one woman director, has generated research on representation versus tokenism (Singh & Vinnicombe, 2004).

Board effectiveness beyond structural characteristics—meeting frequency, committee functioning, director expertise, and engagement—receives attention. Studies find substantial variation in board quality, with better-governed firms exhibiting stronger performance and lower agency costs (Kumar & Singh, 2013). Literature advocates director training, liability frameworks balancing accountability with attracting talent, and evaluations of board performance.

Audit committees and auditor independence constitute governance focus areas following accounting scandals. Research documents audit committee effectiveness varies with independence, financial expertise, and diligence (Sarkar et al., 2008). Auditor independence concerns arise from non-audit service provision, long tenure, and economic dependence on audit clients, periodically resulting in failures to detect or report fraud.

Information asymmetries between corporate insiders and shareholders motivate disclosure regulations. India's disclosure regime has strengthened through Companies Act 2013, SEBI regulations, and accounting standards convergence with International Financial Reporting Standards (IFRS). Literature evaluates disclosure quality, finding improvement over time yet persistent gaps. Related-party transaction disclosures often lack detail enabling assessment of fairness. Subsidiaries and off-balance-sheet arrangements can obscure true financial positions (Khanna & Palepu, 2004).

ESG-specific disclosures evolved from voluntary guidelines to mandatory Business Responsibility Reports (BRR) for large listed firms (2012) and subsequently Business Responsibility and Sustainability Reports (BRSR) (2021). Studies analyzing BRR compliance find substantial heterogeneity; many firms provide minimal, boilerplate disclosures lacking specificity (Kansal et al., 2018). BRSR's more prescriptive quantitative requirements aim to enhance comparability and accountability, though implementation remains nascent.

The quality of disclosure depends partly on assurance mechanisms. Independent verification of sustainability reports remains voluntary and limited in India, raising credibility concerns. Literature advocates mandatory third-party assurance to enhance trust and reduce greenwashing (Datt et al., 2019).

Shareholder rights, particularly minority shareholders, constitute governance concerns in promoter-dominated companies. Regulatory reforms strengthened minority protections including related-party transaction approval requirements, class action suits, and enhanced disclosure. Studies evaluate effectiveness, finding enforcement challenges limit practical impact. Minority shareholders often lack information, resources, or motivation to challenge controlling shareholders.

Proxy advisory firms and institutional investors, particularly mutual funds and insurance companies, play growing governance roles. Literature examines their influence on board elections, executive compensation, and corporate policies, with evidence that institutional investor activism can improve governance, though effectiveness varies with investor type and motivations (Aggarwal et al., 2011).

Social enterprises pursuing social missions through commercial mechanisms have grown, supported by impact investors and policy initiatives. Studies examine governance innovations including dual bottom lines, stakeholder boards, and mission lock mechanisms preventing mission drift (Rangan et al., 2007). However, tensions between social and financial objectives persist, requiring careful governance design.

Public sector undertakings (PSUs), though not typically analyzed in ESG literature, constitute significant economic actors with distinct governance frameworks including government ownership, board appointments influenced by political considerations, and social obligations. PSU governance challenges include political interference, bureaucratic inefficiency, and accountability diffusion. Some literature advocates professionalizing PSU governance through independent boards and performance-based management while preserving developmental mandates.

Scholarly attention has increasingly focused on integrated ESG approaches recognizing interconnections across environmental, social, and governance dimensions. Integrated reporting frameworks combining financial and non-financial information aim to present holistic organizational value creation. The International Integrated Reporting Council (IIRC) framework has influenced Indian discourse, though adoption remains limited primarily to large corporations and early adopters (Eccles & Krzus, 2014).

ESG ratings and indices, provided by agencies including MSCI, Sustainalytics, and domestic providers like CRISIL, offer quantitative ESG assessments influencing investment decisions. Literature examines rating methodologies, finding substantial divergence across raters in same company's ESG score, raising concerns about reliability and comparability (Chatterji et al., 2016). Rating bias toward large, resource-rich firms capable of extensive disclosure disadvantages SMEs regardless of actual sustainability performance.

ESG integration into investment decisions has gained prominence. Principles for Responsible Investment (PRI), signed by major Indian institutional investors, commit to ESG incorporation. Empirical research examines whether ESG integration affects investment returns, with mixed findings. Some studies find ESG leaders outperform or exhibit lower risk, supporting investment case for sustainability (Friede et al., 2015). Others find no significant relationship or suggest correlations reflect confounding factors. Debates continue regarding whether ESG integration represents financial materiality or ethical screening.

Green finance mechanisms including green bonds, sustainability-linked loans, and ESG funds channel capital toward sustainable activities. India's green bond market emerged in 2015 and has grown substantially, financing renewable energy, clean transportation, and energy efficiency (Climate Bonds Initiative, 2020). Literature evaluates additionality—whether green bonds finance projects that wouldn't occur otherwise—and potential for greenwashing if standards are lax.

Sustainable supply chain management literature examines extending ESG considerations beyond organizational boundaries to suppliers and contractors. Multinational corporations increasingly impose ESG requirements on Indian suppliers through codes of conduct, audits, and capacity building. Studies find mixed effectiveness; while leading suppliers improve practices, lower-tier suppliers may lack resources for compliance, creating exclusion risks (Awasthi et al., 2018).

Sector-specific ESG literature recognizes distinct challenges and opportunities across industries. The financial sector's ESG considerations encompass responsible lending (excluding environmentally or socially harmful projects), financial inclusion extending services to underserved populations, and customer protection. Banks' environmental and social risk management systems aim to assess borrowers' ESG performance, though implementation depth varies (UNEP FI, 2018).

Among environmental, social, and governance practices in the business sector, the social dimension plays a vital role. The social pillar focuses on ensuring employee welfare, diversity, equality, inclusion, and responsible labor. Discrimination against employees is a significant issue within organizations, since the act of discriminating people based on gender, race, age, religious beliefs, disabilities, and cast results in low employee morale and productivity.

According to researchers, organizations that incorporate ESG practices have a greater chance of implementing socially responsible policies, including equitable labor policies and fostering an inclusive culture in workplaces. For example, Eccles, Ioannou, and Serafeim (2014) state that corporations that focus on socially responsible policies have higher levels of employee satisfaction and better organizational performance in the long term. Such organizations ensure transparency in employment, equal opportunities, and anti-harassment policies to reduce workplace discrimination.

There are many studies proving that there is a link between the incorporation of ESG social practices and the problem of employee discrimination. Stakeholder theory claims that organizations have responsibilities not only toward shareholders but also towards workers and the wider community. According to Freeman (1984), businesses that follow stakeholder theory can be considered socially responsible, since they create positive workplace conditions.

Gender discrimination is one of the most popular areas of research regarding ESG social performance. Research shows that companies having more women leaders tend to perform better and achieve higher scores in ESG performance. Women often encounter workplace discrimination, unequal wages, limited career development options, and discrimination based on their gender. Therefore, ESG practices encourage companies to introduce equal pay, leadership diversity, maternity benefits, and secure workplaces.

Racial and cultural discrimination is another problem that companies should address. Organizations that operate globally and employ representatives of different nationalities face difficulties in treating all employees equally. Mor Barak (2016) proves that inclusion leads to a reduction of racial discrimination cases and improves cooperation in teams. Disclosure of data regarding organization diversity and inclusion through ESG reporting increases accountability.

One more aspect worth considering in this context is racial and cultural discrimination. Multinational organizations have to operate in the international business setting and therefore may encounter difficulties in maintaining equality between employees of different cultural backgrounds. According to Mor Barak (2016), organizational cultures fostering inclusion will minimize racial discrimination and enhance the cooperation among employees. With ESG reporting, corporations are encouraged to share diversity numbers and inclusion-related efforts.

As a result, in recent years, both investors and consumers became more attentive to the ESG performance of companies, thus affecting organizations' reputation. Therefore, many organizations are implementing diversity and inclusion policies and programs aimed at improving employee engagement and leadership.

Concluding, one can state that according to the literature, ESG social practices are effective instruments for mitigating employee discrimination. The proper use of these strategies will lead to improved well-being and reputation and thus contribute to sustainable business.

In this respect, diversity and inclusiveness become key aspects in the social dimension of ESG. In today's world, organizations recognize that having diversity in the company and cultivating inclusiveness is vital for sustainable development and successful operations. Despite laws regulating employee discrimination and organizational policies against such practices, the problem persists and becomes an issue to discuss.

According to the literature related to ESG, diverse and inclusive strategies are effective measures in preventing discrimination and boosting employee motivation. According to Cox and Blake (1991), diversity in the organization leads to improved innovation, creativity, and decision-making processes. Such organizations will be able to respond better to consumer preferences and survive on the market. ESG practices suggest organizations promote inclusiveness among employees of different genders, races, religious backgrounds, ages, and people with disabilities.

Several research studies show negative effects of discrimination on employee motivation, productivity, and organizational success. Workers that undergo discrimination and experience bias or other types of mistreatment usually suffer from stress and poor self-esteem. Consequently, this can influence negatively employee motivation and willingness to stay in the organization. In turn, this may increase labor turnover and impact organizational performance negatively.

The topic of gender diversity has been extensively analyzed in the literature about ESGs. The research suggests that companies having women leaders perform better both financially and socially. The percentage of women in employment and on the boards of directors is among mandatory criteria used in ESG reporting standards.

Discrimination against minority groups at work is another significant problem in organizations. Marginalized employees may encounter exclusion, inequality, and lack of career opportunities. To overcome such challenges, it is vital to promote inclusive leadership and fair practices in Human Resources.

The literature mentions corporate culture as an effective way to overcome employee discrimination. According to Barak (2016), inclusiveness fosters respect, belongingness, and employee engagement in an organization. Ethical leadership and active involvement of managers are needed to promote positive changes in HR practices.

The increasing popularity of technology and social networks raises the level of awareness about cases of discrimination at work. Any instances of workplace harassment can seriously damage the reputation of a business. Hence, the issue of social performance becomes increasingly important when evaluating ESGs.

To conclude, diversity and inclusion are key aspects of ESG social responsibility. As shown in the literature, inclusive organizations benefit from higher levels of innovation and employee engagement. ESG-based strategy will greatly help in preventing any cases of employee discrimination.

To conclude, diversity and inclusion are key aspects of ESG social responsibility. As shown in the literature, inclusive organizations benefit from higher levels of innovation and employee engagement. ESG-based strategy will greatly help in preventing any cases of employee discrimination.

According to the research by Catalyst (2020), companies with better female leadership experience greater profitability and employee engagement. Female workers often face discrimination during recruitment, promotions, salary negotiations, and employment at large. ESGs encourage companies to deal with those challenges using ethical HR strategies and reporting standards.

As the most significant problem, the literature suggests considering the gender pay gap. Having identical education and job roles, women earn less money than men. To address this issue, companies need to adopt ESG reporting standards and ensure transparency concerning equal salaries.

Another issue associated with gender discrimination is the work-life balance of women employees who find it challenging to take maternity leave, attend childcare services, and balance family and professional life. Hence, ESG social initiatives such as flexible work policies, maternity leave benefits, and child care provisions facilitate gender equality and the well-being of women workers.

It is evident from the literature that organizational culture plays a significant role in minimizing gender discrimination in organizations. The male-dominated organizational culture acts as a barrier for women workers in organizations. Therefore, inclusive leadership and diversity training programs are helpful for organizations in eliminating stereotypes and equalizing participation.

The issue of sexual harassment, bullying, or unsuitable work conditions among women workers has been highlighted by several researchers. ESG frameworks suggest that organizations should ensure strict anti-harassment policies, effective grievance redressal procedures, and healthy work environments.

There is ample evidence from the literature to suggest that gender diversity enhances the quality of decision-making processes and promotes innovation within organizations. Leadership teams composed of people of different genders bring diverse perspectives and improve organizational efficiency. Furthermore, organizations with high ESG scores exhibit superior gender equality and diversity practices.

In addition, stakeholders, investors, and customers demand organizations to adopt practices that enhance gender equality. Any organization found guilty of engaging in discriminatory activities against women is likely to face lawsuits, negative publicity, and lost investor trust. Consequently, organizations have started including gender equality initiatives as part of ESG strategies.

From the above discussion, it is clear that there exists a direct relationship between ESG social performance and the reduction of gender discrimination in the workplace. Organizational leaders are increasingly recognizing that gender equality initiatives lead to enhanced organizational performance, profitability, and improved reputation.

Racial and cultural discrimination is associated with unfavorable treatment of employees due to ethnicity, nationality, language, religion, and other cultural factors. In the era of globalization, organizations are employing people from different racial and cultural backgrounds, which demands diversity management as part of ESG social responsibility initiatives.

Information technology and business process management sectors, major employment generators, face ESG scrutiny on labor practices including working conditions, attrition, employee well-being, and diversity. Energy consumption of data centers presents environmental challenges, motivating efficiency improvements and renewable energy adoption. Literature notes IT sector generally demonstrates stronger ESG performance relative to traditional manufacturing, attributed to knowledge-intensive operations, international client expectations, and competition for talent (Mittal, & Pareek, 2024).

Pharmaceutical industry ESG includes environmental impacts (chemical waste, water use), access to medicines (pricing, essential drug availability), clinical trial ethics, and product quality and safety. Studies document industry's mixed record; while contributing to health, environmental compliance gaps and pricing controversies generate criticism (Greene, 2014). Generic pharmaceutical production, at which India excels, presents sustainability opportunities through affordable medicine access yet faces quality and intellectual property debates.

Agriculture and food systems, employing nearly half of India's workforce, present fundamental ESG challenges including climate vulnerability, environmental degradation from intensive practices, farmer indebtedness, and food safety. Sustainable agriculture literature examines organic farming, agroecology, and climate-smart agriculture as alternatives to industrial models, though debates persist about productivity, scalability, and economic viability (Scialabba & Müller-Lindenlauf, 2010).

Real estate and construction sector ESG encompasses green building standards, construction worker safety and conditions, land acquisition ethics, and urban planning sustainability. Green building certification systems (LEED, GRIHA) have grown in India, demonstrating environmental improvements including energy and water efficiency (Ries et al., 2006). However, certified buildings constitute small fraction of construction activity, with most development lacking sustainability standards.

7. Questionnaire

Our questionnaire consists of questions that are made and designed to get the best knowledge from the employee required for our research. Our objective was to get best knowledge of discrimination of employees on the basis of Caste, Gender, Age, Region, Religion.

Every question did not harm any type of feelings of any employee on their races.

Questionnaire on Workplace Discrimination in Corporate Sector

Purpose:

This survey studies discrimination based on occupation, caste, disability, gender, sexual orientation, religion, linguistic, ethnicity and region in corporate workplaces. All responses are confidential and for academic use only.

Section A: Personal & Job Profile

1. Age Group: Below 25 / 25–34 / 35–44 / 45–54 / 55+
2. Had he taken a Govt. job what would have been his category UR/OBC/EWS/SC-ST 3. Gender: Male / Female / Other / Prefer not to say

Marital status:

Pay in the pay matrix.

3. Type/Nature of occupation
3. Highest Qualification: UG / PG / Professional / Doctorate / Other
4. State of Origin: _____
5. Mother tongue /Primary language spoken at home:

· Do you identify as part of an ethnic or regional minority in your workplace?

- ☐ Yes
- ☐ No

5. Total Work Experience: <1 / 1–3 / 4–6 / 7–10 / 10+

6. Current Job Type: Remote / Onsite / Hybrid

Section B: Workplace Experience

7. Overall workplace environment: Very Good / Good / Neutral / Poor / Very Poor

8. Do you feel respected at work? Always / Often / Sometimes / Rarely / Never

9. Are you comfortable sharing opinions at work? Yes / No / Sometimes

10. Have you felt discriminated against at work in comparison to your peer? Yes / No / Not Sure,

If yes, in what respect, is it salary, leave, responsibility, the tone of the boss, availing preveldges in the office, gatherings, lunch, play, picnics, meetings, etc

Section C: Discrimination & Bias

11. If yes, on what basis? Gender / Caste / Religion / Region / Language / Age

12. Frequency of discrimination: Very Often / Often / Sometimes / Rarely / Never

13. Have you faced unfair behavior from seniors/management? Yes / No / Sometimes

14. Have you experienced social exclusion at work? Yes / No / Sometimes

Section D: Salary & Career Growth

15. Is your salary fair compared to similar roles? Yes / No / Not Sure

16. Have you felt salary discrimination? Yes / No

17. Are promotions and growth opportunities fair? Always / Mostly / Sometimes / Rarely / Never

Section E: Religion, Region & Caste

18. Have you faced discrimination on religious grounds? Yes / No / Not Sure

19. Have you noticed regional/state-based bias? Yes / No / Not Sure

20. Do you think caste affects workplace opportunities? Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

Do you feel comfortable discussing about your religion, food, region, cultural practices, etc with your colloques. Your cloths, are you able to wear what you would like to wear in your office.

How big is the organisation you are working with in terms of turn over

It's a organized one or unorganized one

Manufacturing or services sector

Your office timing

Distance from your office.

· Do you have a disability?

- ☐ Yes (Physical)
- ☐ Yes (Mental/Invisible)
- ☐ No
- ☐ Prefer not to say

· Occupational Role:

- ☐ Entry-level
- ☐ Middle Management
- ☐ Senior Management
- ☐ Contractual/Support Staff

Section B: Experience of Discrimination

(Use 5-point Likert Scale: Never – Rarely – Sometimes – Often – Very Often)

10. I have experienced unfair treatment based on my caste.
11. I have experienced unfair treatment based on my gender.
12. I have experienced unfair treatment based on my religion.
13. I have experienced unfair treatment based on my regional background.
14. I have experienced unfair treatment due to my language/accent.
15. I have experienced discrimination based on my sexual orientation.
16. I have experienced discrimination due to my disability.
17. I have experienced discrimination based on my occupational role (e.g., contract vs permanent staff).

Section C: Nature of Discrimination

18. If yes to any above, what form did it take? (Select all that apply)

- ☐ Exclusion from meetings or projects
- ☐ Denial of promotion
- ☐ Unequal pay
- ☐ Derogatory remarks/jokes
- ☐ Biased performance evaluation
- ☐ Harassment
- ☐ Social exclusion
- ☐ Other: _____

19. Was the discrimination:

- ☐ Direct (explicit comments/actions)
- ☐ Indirect (systemic/structural bias)

- ☐ Both

20. Who was primarily responsible?

- ☐ Supervisor
- ☐ Colleague
- ☐ Subordinate
- ☐ HR/Management
- ☐ Clients

Section F: Perception of Prevalence

28. In your opinion, which type of discrimination is most common in your organization?

- ☐ Caste
- ☐ Gender
- ☐ Religion
- ☐ Disability
- ☐ Sexual Orientation
- ☐ Linguistic
- ☐ Regional
- ☐ Occupational
- ☐ None

29. Overall, how widespread is discrimination in your workplace?

- ☐ Not at all
- ☐ Slightly
- ☐ Moderately
- ☐ Highly
- ☐ Extremely

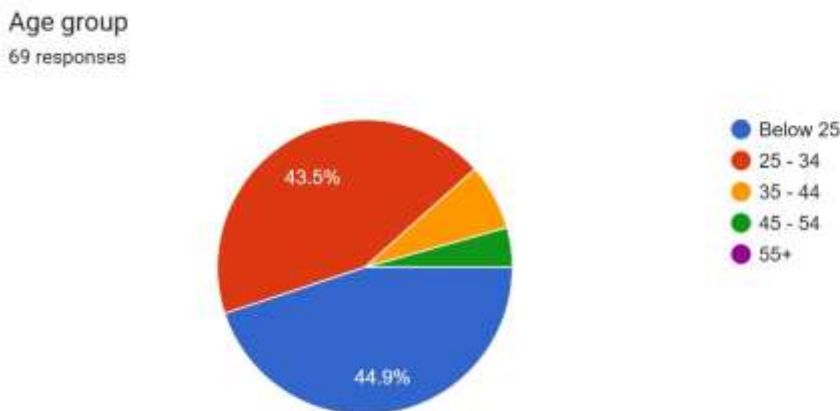
Section G: Open-Ended

30. Please describe any specific incident of discrimination (optional).

31. What steps should organizations take to reduce discrimination?

8. Results

We got approximately 70 results in our findings from differ employees of different organization and showed that results in graphical form as follows:



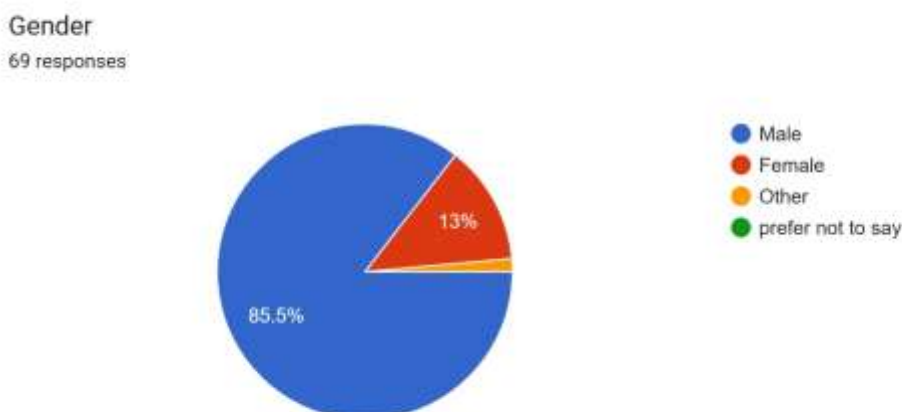
The pie chart presented above depicts the age distribution of respondents participating in the research. The sample comprised of 69 respondents who have been grouped according to their ages in five different categories: below 25 years, between 25 and 34 years, between 35 and 44 years, between 45 and 54 years, and above 55 years. In this case, most respondents fall under the two youngest age categories.

The first age category comprises of almost half of the respondents since its percentage is 44.9%. This means that most respondents are young people who may be college students or recently employed graduates. Generally, young respondents tend to be conversant with modern workplace practices, social responsibility practices, and especially ESG-related matters due to their increased exposure through the use of media and education.

The second biggest group is the "25-34" age category comprising of 43.5% of all respondents. This group comprises of mostly working professionals whose responses can be considered more relevant. Respondents in this age category are working and experiencing corporate policies, initiatives, and employee welfare measures. Therefore, the responses are more realistic and relevant to the discussion in this paper.

The remaining respondents are found in "35-44" and "45-54" age categories, representing a considerably small percentage of participants. This is a category of professional individuals with considerable experience in various jobs. These respondents' opinions and experiences could help in gaining insight into workplace discrimination and ESG social policies implementation. In addition, there appears to be few or no respondents in the "above 55" category.

Finally, the above pie chart clearly reveals that the opinions of most respondents belong to young individuals. Such respondents tend to give modern and advanced perspectives in relation to ESG social responsibility policies and issues surrounding equality and diversity within organizations.



The above figure represents the gender distribution of the respondents involved in the study. Sixty-nine (69) respondents participated in the study, which can be divided into four categories. These include Male, Female, Other, and Prefer not to say. As per the above figure, it can be said that there exists a gender disparity in the sample population where mostly male respondents are participating in the study.

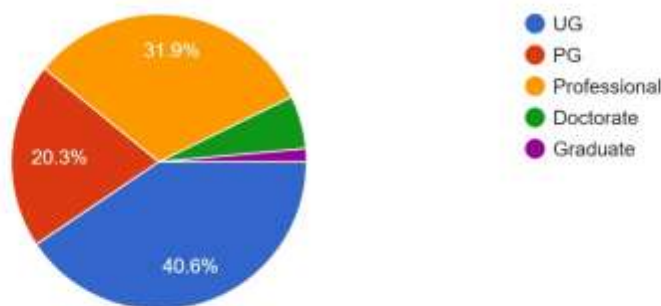
As per the findings, around 85.5% of respondents belong to the male category, making up the majority of the participants. Such an unequal representation shows that a larger proportion of the respondents are from the male category, and therefore, the opinions and experiences of male respondents are considered. The reasons behind such high participation in terms of numbers can be attributed to demographics, workplace participation, or accessibility during the survey process.

The second-largest number of respondents belongs to the female category. Around 13% of respondents have been classified under the female category. Despite having comparatively lower numbers than males, the involvement of females still makes their contribution valuable to the research work. In relation to the research questions, female contributions are highly valued as women experience various discriminatory factors such as pay inequality and sexual harassment at the workplace.

The number of people belonging to the category 'Other' is insignificant. No or negligible respondents fall under the category 'Prefer not to say'. Such representation of different genders implies that the sample population consists primarily of male participants only. As per the findings, female perspectives and opinions are necessary in the context of the issue of workplace equality and diversity.

Thus, from the above figures, it can be said that the sample population is largely oriented towards the male participants. Even though the above findings would be useful for understanding employees' perceptions about ESG social practices and discrimination, the unequal gender representation can lead to biased interpretations.

Qualification
69 responses



The pie chart above depicts the educational qualification structure of the respondents included in the study. There were 69 respondents in total, and all of them are grouped into five categories depending on their qualification level: Undergraduate (UG), Postgraduate (PG), Professional, Doctorate, and Graduate. It should be noted that the majority of the respondents have obtained either undergraduate or professional degrees, meaning that the opinions expressed during the study represent the perspectives of educated people.

The most numerous group of respondents comprises those who belong to the Undergraduate (UG) category (40.6%). This means that most of the respondents are students or have recently graduated from an undergraduate degree program. Undergraduate respondents are usually well-exposed to modern learning environments and socially aware of equality practices in the workplace environment and ESG practices.

Secondly, the most represented group of respondents are those having professional degrees (31.9%). These people may have obtained vocational and technical qualifications or degrees in any other sphere related to professional qualification. They are also important respondents since they can represent realistic perspectives on issues like employee discrimination or organizational ethics and social responsibility practices.

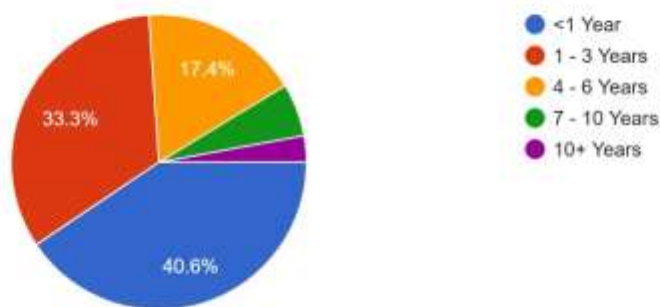
Thirdly, there is a considerable number of Postgraduate (PG) respondents (20.3%), which comprise those people holding Master's, Doctoral, and other postgraduate degrees. This group is characterized by a high level of academic advancement, and therefore, respondents can provide a profound insight into issues related to workplace social equality and employee welfare programs.

Finally, there is a relatively small number of respondents who hold doctoral (Doctorate) and general education degrees (Graduate). Both groups can provide expert or general academic perspectives to the study.

As a result, the study includes representatives of different educational levels, with the largest group being undergraduates and professionally trained respondents.

Work Experience

69 responses



The aforementioned pie chart highlights the work experience distribution among the respondents in the survey. Overall, 69 respondents answered the questions and their years of work experience were divided into 5 categories namely – less than 1 year, 1-3 years, 4-6 years, 7-10 years, and more than 10 years. From the pie chart above, it is evident that most of the respondents have lesser work experience. Hence, this shows that the study would be more influenced by young professionals and fresh employees.

The biggest slice from the pie chart is of 40.6%. This shows that the maximum respondents have less than one year of work experience. This could mean that the survey included freshers, interns, new graduates, or recent entrants into the workforce. This would make a considerable contribution to the survey because it will include the respondents' perspective on equality at work and ESG social responsibilities.

In the second largest category, 33.3% respondents have between 1-3 years of work experience. In this category, the respondents have some familiarity with the workplace and organizational policies. They may have been exposed to the organizational environment and the way the employees are treated.

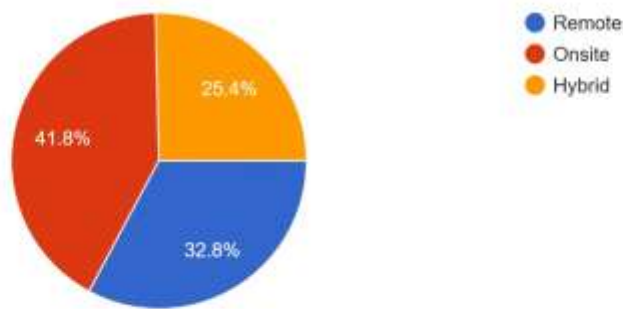
17.4% of the respondents fall into the 4-6 years of work experience category. The individuals in this category have moderate years of experience and are more aware of organizational policies and diversity initiatives. Hence, these individuals could contribute immensely to the study.

Only a small percentage of respondents have 7-10 years and more than 10 years of work experience. In this group, the individuals have more years of professional experience in the organization and might be able to share their views on workplace discrimination.

Overall, the survey includes the perspectives of the respondents having less work experience. Hence, the study focuses more on younger professionals' opinion on workplace discrimination and ESG social responsibility.

Job type

67 responses



The above graph represents the distribution of the respondents according to the type of job or working mode. In total, there were 67 respondents, and these people were divided into three main categories: Remote, Onsite, and Hybrid. According to the data provided, there are more people who work onsite compared to remote and hybrid working modes. This information allows concluding something about the work environment of each respondent and, as a result, their views on ESG social practices and employee discrimination.

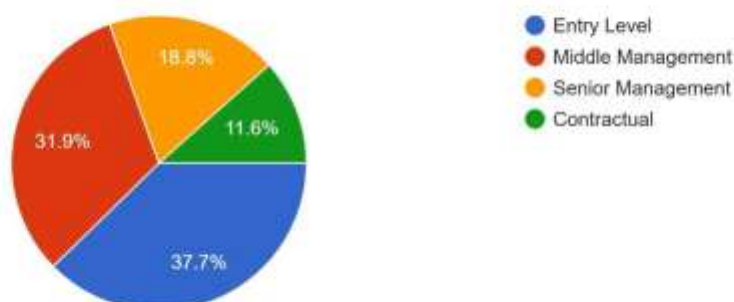
The largest share among all respondents (41.8%) belongs to onsite workers. Working onsite implies working at the office. Onsite employees have a higher chance of interacting with co-workers and organizational processes than any other worker category. They may also be more aware of workplace culture and diversity policy and even experience discrimination within organizations. Therefore, their response can give insight on issues like workplace equality, communication problems, and other organizational aspects.

There are also 32.8% of people working remotely in this study. Remote workers refer to those who use digital means to perform tasks while not being physically present in the office. Remote work became prevalent during the pandemic period, and its development changed the work environment completely. Therefore, remote workers may have unique experience related to communication barriers, social exclusion, unequal opportunities, and other similar aspects that need further discussion.

Finally, 25.4% of all respondents fall under the category of hybrid workers. This is a combination of both onsite and remote working methods, which makes them unique. It is commonly assumed that working in a hybrid manner allows having better balance between work and life, increasing overall productivity and satisfaction levels. Hybrid employees can face difficulties regarding coordination, communication, and other aspects of organizational work.

Occupation role

69 responses



As shown above, the pie chart demonstrates the distribution of roles among the participants included in the research. Altogether, 69 participants took part in the research. Based on their roles, the respondents were divided into four categories, namely Entry Level, Middle Management, Senior Management, and Contractual employees.

From the above figure, one can note that the maximum number of respondents is related to the two most important occupational roles, such as "entry level" and "middle management." It means that most of those who participate in the survey are directly involved in the performance of their jobs within an organization and can speak about their real-world experience.

It can be stated that "Entry Level" includes the largest number of respondents, which constitutes 37.7% of the total amount of participants in the study. Those respondents who are called "Entry Level" represent fresh graduates, junior employees, or trainees of the organizations. Such people often face various problems while entering the workplace and working. The opinions of such people will help understand the attitude of the organizations towards social practices of ESG and anti-discrimination policy implementation.

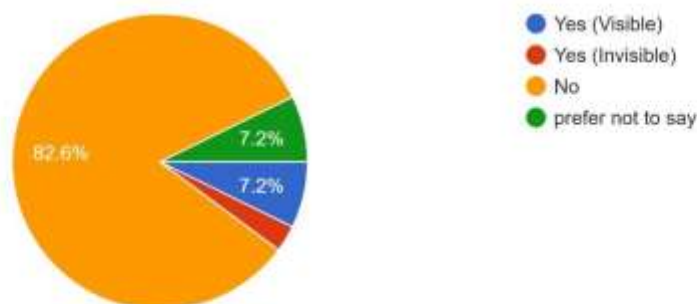
The second large group of respondents consists of people whose occupation is referred to as "Middle Management," and their share makes up 31.9%. Middle-management specialists are responsible for communicating senior managers and employees. They play an essential role since they are able to observe the atmosphere in the office and evaluate employees' relationships. Besides, they have information regarding the effectiveness of certain policies within an organization.

Those respondents, whose occupation is "Senior Management," constitute only 18.8% of all participants in the study. People, whose occupation is senior management, should implement different policies, including those which relate to ESG initiatives and social responsibility of organizations regarding employees' needs.

Lastly, the occupation "Contractual" accounts for 11.6% of all respondents. Contractual employees may work in conditions different from permanent ones. In particular, they usually have problems with unfairness in the organization and low payment rate.

Thus, it is possible to conclude that this variety of occupations allows gathering different viewpoints on the problem under discussion.

Do you have a disability
69 responses



The following chart reflects the responses provided about the disability status by the participants of the research.

The chart above shows the results of the responses about the disability status obtained from 69 participants, classified into categories: "Yes" (Visible), "Yes" (Invisible), "No," "Prefer not to say." It was found out that most respondents stated that they did not have a disability, and only a small number reported visible or invisible disability or declined answering this question.

Based on the responses provided in the survey, 82.6% of the participants indicated "No" – meaning that most of the respondents are not disabled. Such high proportion of respondents implies that this research reflects the opinions of

employees not having disabilities. However, it is important to mention the importance of obtaining responses from respondents having disabilities in order to get an idea of the level of equality, accessibility, inclusivity in companies.

As per the chart, 7.2% of respondents indicated that they had "Visible" disability. The presence of a visible disability may refer to physical impairments or diseases that could be seen by people. Individuals having visible disabilities may face the issues of inaccessibility, disability accommodation, inadequate infrastructure or discriminatory attitude. Responses of such employees are crucial to get an insight into how companies apply ESG social practices, including inclusivity.

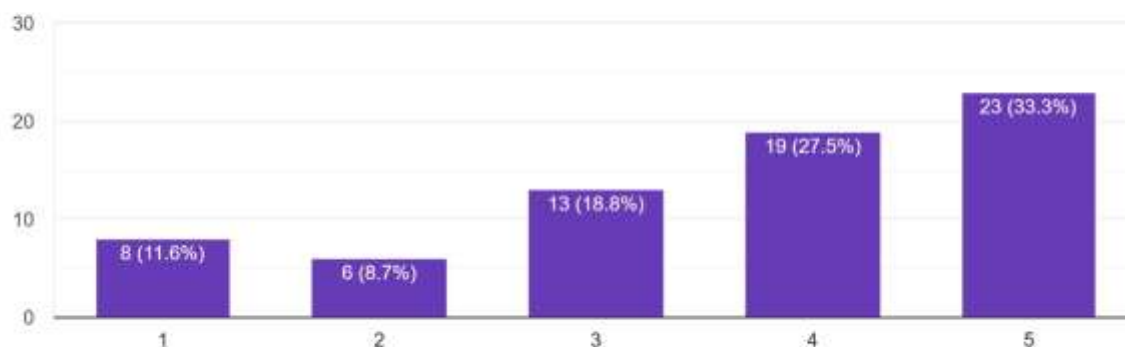
Only 3.5% of respondents indicated that they have an "Invisible" disability, which may involve mental disorders or some other diseases that are not obvious to the eye. Those employees may also suffer from hidden discrimination or be unable to reveal their illness due to misunderstanding or inadequate approach to those conditions in workplace.

Moreover, 7.2% of participants preferred not to answer this particular question. It may be explained by concerns about privacy, sensitivity or reluctance to share health problems.

All in all, it can be noted that despite the majority of respondents not having disability, opinions of people having disabilities are also reflected in the responses, which is valuable for analyzing inclusivity, accessibility, and ESG social practices.

Overall workplace environment

69 responses



The above bar graph presents perceptions of respondents regarding the workplace environment in their organizations. In total, 69 responses were received from respondents, and each respondent gave his/her view on the work environment according to the scale ranging from 1 to 5, with the former value indicating low satisfaction and the latter high level of satisfaction with the work environment. From the findings presented above, it is clear that most respondents have a positive perception towards their workplace environment.

Based on the chart presented above, most of the responses fall into rating 5, as 23 people or 33.3% of respondents gave this particular score. This means that almost one-third of the respondents perceive their workplace as having a good or even positive work environment. Ratings given in category 5 may be indicative of the satisfaction with organizational culture, employee relations, inclusivity, communication, and work environment support systems.

As was already mentioned above, rating 4 got the second largest number of responses among all other ratings (i.e., 19 respondents or 27.5%). This finding further supports the conclusion that the majority of respondents are satisfied with their work environment. In other words, employees, who give ratings in category 4, usually experience supportive management, fair treatment, collaboration, and good organizational culture that is in line with ESG social responsibility.

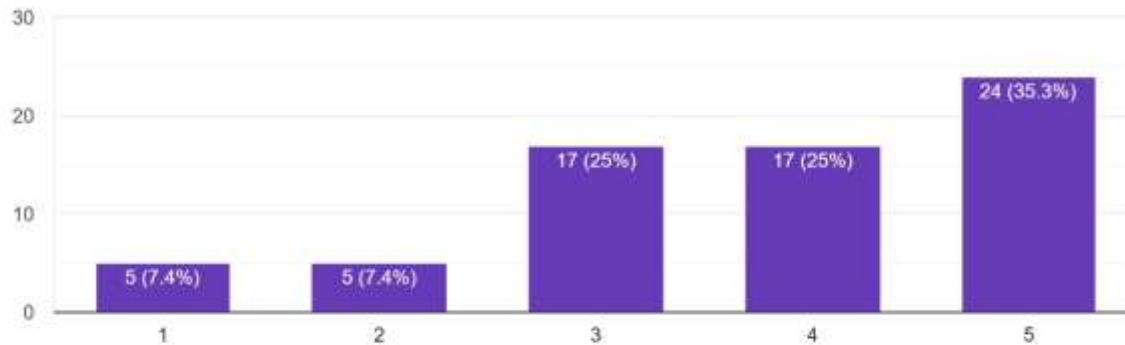
Rating 3 got a moderate number of responses – 13 respondents (i.e., 18.8% of all respondents). Respondents giving ratings in category 3 can be considered as being neutral about the workplace environment. In other words, although respondents acknowledge that the organization provides good conditions for work, there is still much room for improvement in terms of communication, equality, diversity, or collaboration.

Low ratings of 1 and 2 were given by relatively few respondents, as only 8 (11.6%) rated 1 and 6 people (8.7%) gave rating 2. These ratings are indicative of the discontentment of employees with their work environment because of, for example, discrimination, bad management, lack of inclusion, or workplace pressure.

In summary, the above graph indicates that a majority of respondents have positive views on their workplace environment. High frequency of ratings in categories 4 and 5 implies that most organizations provide supportive and inclusive work environments. However, low scores should make organizations think about improvements to be made concerning employee welfare, equality, and ESG social responsibility practices.

Do you feel respected at work

68 responses



The graph above shows the perceptions about whether people think they are respected in their workplace. A total of 68 people participated in this study and rated their perceptions from 1 to 5. In this case, the lowest score shows people feel they have no respect at all, while the highest score means the opposite. It is worth noting that the majority of respondents tend to have respect for themselves and their coworkers at work.

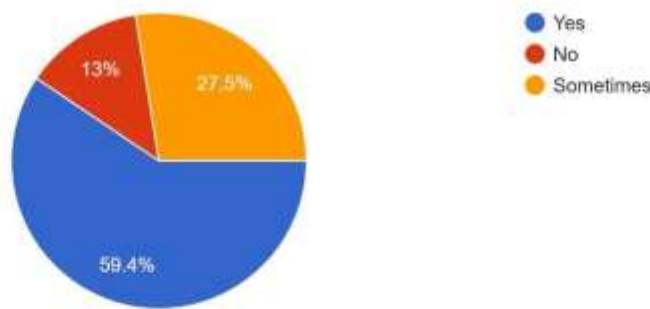
The greatest number of people gave a score of "5," with 24 out of 68 people giving their perception, which means 35.3% of people. That means that more than a third of respondents feel they are respected in their workplaces. Respectful people usually maintain good relationships with others, especially those in leadership positions; hence, they will be respected. Also, it reflects the company's culture positively since it makes people work better and become more committed.

"3" and "4" scores received 17 responses each, meaning that each category accounts for 25% of all responses. People scoring 4 usually mean that the working atmosphere is good concerning respect, but some improvements can be made. In the case of "3" scores, respondents usually have neutral feelings regarding workplace respect; therefore, it is neither good nor bad. People feeling they are respected in most cases but not all might have selected this score.

On the other hand, people gave "1" and "2" responses five times each, which means 7.4%. These percentages show that there are a few people in the workplace who feel discriminated against and not respected enough. In most cases, such problems occur due to the lack of equality among people and communication skills.

Thus, it is evident that most employees respect themselves and others in the workplace. However, there is a need to improve their relationships continuously and make sure everyone feels included and supported. Therefore, ESG social responsibilities should be fulfilled in such a way that everyone respects other workers.

Are you comfortable sharing opinion
69 responses



As can be seen from the pie chart presented above, it reflects the results obtained by respondents regarding their feelings concerning the possibility to share their views and opinions. In all, 69 responses were obtained, and the participants were divided into three categories according to their answers: Yes, No, and Sometimes. The results showed that the majority of respondents feel comfortable enough to communicate their ideas, suggestions, concerns, and feedback about the working process to their colleagues and superiors. Thus, one may assume that the existence of open communication and favorable organizational culture takes place in most companies.

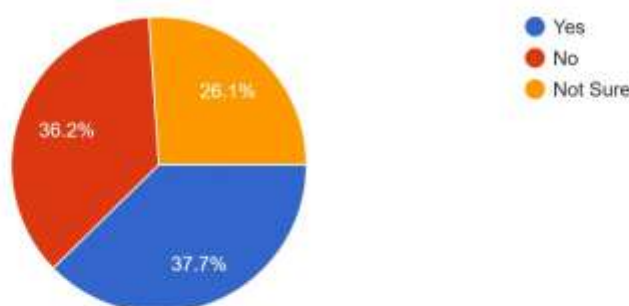
Specifically, the largest part (59.4%) of respondents chose the first option "Yes." It means that more than half of the employees feel comfortable and secure when they can share their opinions on various matters. They may feel valuable, respected, and involved in organizational activities. As is known, ESG social responsibility involves promoting open communication among employees, which contributes to enhancing engagement, cooperation, and trust.

Additionally, the category "Sometimes" was chosen by 27.5% of respondents. It implies that quite a significant percentage of employees feel comfortable enough to communicate their opinions, but only in some circumstances or cases. Probably, these workers may be afraid of being criticized, treated unfairly, or having problems with management hierarchy and insufficient confidence in organizational resources. In other words, although some communication exists, some barriers prevent employees from speaking openly and actively.

Finally, a smaller part (13%) chose the answer "No," which shows that they do not feel confident in communicating their opinions at work. This result may be related to various factors, including the absence of psychological safety, fear of negative consequences, workplace discrimination, poor communication culture, or inadequate management policies. In turn, this feeling may lead to low job satisfaction, engagement, or motivation.

Thus, the obtained results allow assuming that most respondents feel comfortable enough to participate in open communication with their colleagues and superiors. At the same time, the existence of "Sometimes" and "No" answers indicates the need for improving organizational culture, promoting inclusion, and developing favorable communication practices.

Have you experienced discrimination at work?
69 responses



Above is the pie chart representing the experiences of respondents regarding discrimination in the workplace. A total number of 69 responses were recorded, and respondents were divided into three groups - Yes, No, and Not Sure. Results of the survey indicated that there was a mixed opinion regarding discrimination in the workplace since a portion of workers felt discriminated against, whereas the others did not or were unsure about it.

As shown in the pie chart above, 37.7% of respondents chose "Yes," suggesting that over a third of the surveyed individuals faced discriminatory actions in their workplace. This result is quite significant and indicates that discriminatory actions are being perpetrated by some organizations. Discrimination in the workplace occurs on different bases such as gender, age, ethnicity, religion, disabilities, job title, educational qualifications, or any other individual characteristic. The consequences of discrimination in the workplace include low job satisfaction, low motivation levels, emotional strain, and poor performance.

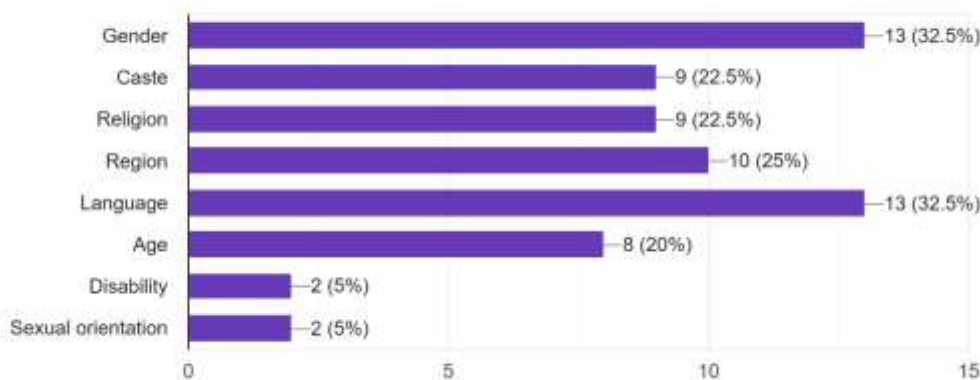
Furthermore, 36.2% of survey participants chose "No" implying that they have not been discriminated against in the workplace. This result suggests that there are numerous organizations that ensure equitable treatment of their workers. Such outcomes might be explained by effective policies in terms of organizational culture, ethical leadership, and diversity management.

Lastly, another 26.1% of respondents indicated "Not sure." This choice is significant because it may indicate difficulties in recognizing discrimination or lack of understanding regarding the nature of discriminatory practices in the workplace. Some workers experience discrimination through subtleties and cannot recognize it clearly. Moreover, this outcome may indicate that discrimination is an accepted part of organizational culture and makes employees unsure of what discrimination is.

In summary, it can be concluded that discrimination in the workplace is still an essential issue for various organizations today. While a certain number of respondents reported that they do not face discriminatory practices, the number of employees experiencing or being unsure about such actions is still considerable. Therefore, organizations should make efforts in terms of ESG social responsibility, diversity and inclusion practices, conducting awareness campaigns, and introducing proper policies regarding discrimination.

Basis of discrimination

40 responses



The above chart represents the bases of discrimination that have been witnessed or experienced by respondents. In total, 40 responses were obtained for this question, and respondents provided information on various bases of workplace discrimination such as gender, caste, religion, region, language, age, disability, and sexual orientation. Discrimination can occur based on several different social and demographic characteristics, which shows the need for inclusive approaches at work and effective social responsibility of organizations.

It is worth stating that gender and language discrimination are the two leading issues among all other types. Each of these bases got 13 votes (i.e., 32.5% of total responses). Gender discrimination may include, but is not limited to, gender inequality, wage gaps, promotion bias, or harassment at work. Language discrimination could emerge due to difficulties in communication, language biases, or preference towards the language of some regions. Therefore, there should be a focus on gender and linguistic equality.

The number of respondents who indicated the region as a base for discrimination equals 10 people (25% of responses). It shows that unequal treatment could also happen because of the geographical background of workers. Similarly, caste and religion emerged among 9 respondents each, which means that 22.5% of all answers refer to these two bases.

These data are especially valuable in highly diverse communities. There could be discrimination against certain cultural or social minorities. Age is another base of discrimination in the workplace; specifically, 8 respondents chose this issue (20% of total responses). Some employees can be treated unfairly simply because of their young age or lack of sufficient experience.

Discrimination related to disabilities and sexual orientation is mentioned among 2 respondents (5% of answers). The numbers are comparatively small; nevertheless, it still reflects challenges faced by those individuals when trying to achieve equality.

In conclusion, it becomes evident that there are multiple reasons why an individual could be discriminated against. Social and demographic features play an important role in terms of treatment in the workplace. Consequently, organizations should implement stronger policies and raise awareness of diversity and equality.

Where did it occur?

41 responses

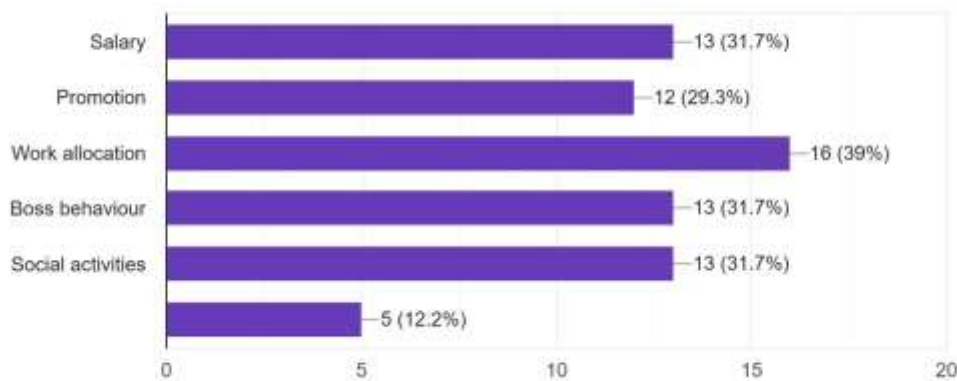


Figure 1 presents bar graph of workplace areas where respondents faced discrimination. Total of 41 responses were gathered where participants highlighted different areas where they encountered discrimination at their workplaces, such as salary, promotion, work allocation, boss behaviour, social activities, and so forth. The results show that workplace discrimination affects employees in various ways related both to their career development as well as working environment.

From Figure 1, it can be seen that the maximum number of responses was reported as "Work Allocation," where 16 responses represented 39% of the total sample size. This implies that the largest percentage of workers faced discrimination during the process of allocating work to them. It is expected that discrimination could occur because of the unfair allocation of opportunities, significant projects, or responsibility among the workforce on the grounds of their personal characteristics rather than capabilities.

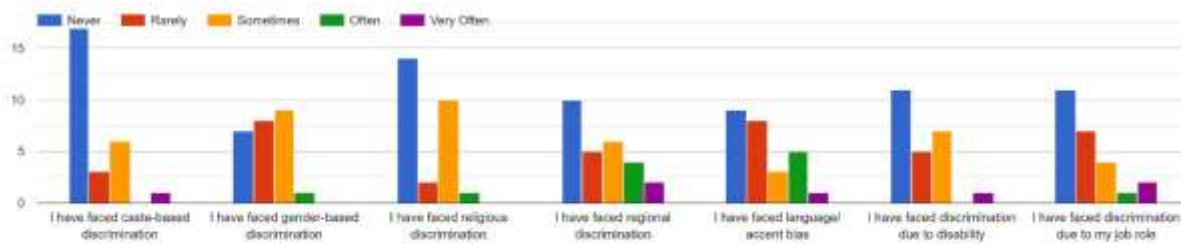
Moreover, it can be seen from Figure 1 that discrimination connected to "Salary," "Boss Behaviour," and "Social Activities" is characterized by the same percentage – 13 responses for 31.7%. In case of salary-related discrimination, employees can experience inequality in pay for equal work as well as the unfair compensation. Bosses may treat workers discriminatively because of their favouring of certain individuals and disrespectful attitude towards others. Exclusion from social activities may lead to the isolation of workers.

Another important result of the study showed that promotion-related discrimination accounts for 12 responses, which means 29.3% of the total respondents. The result indicates that certain workers do not have the possibility to develop equally within their organization because of such factors as gender, age, caste, and regional discrimination in promotion.

Finally, there were some workers who reported experiencing discrimination in other spheres, and this accounted for 12.2%.

In conclusion, from Figure 1, it can be noticed that discrimination occurs in multiple areas in the organizational setting. Thus, it is essential to implement such practices as ESG social responsibility, fair HR policies, equal evaluation systems, and so on in order to promote a fair workplace environment for workers.

Likert scale



Based on the data presented below, we see how frequently the respondents experience different forms of discrimination in the work environment. To illustrate the results, a five-point Likert scale chart was created. For this purpose, respondents were asked to select one out of the following categories, including "Never," "Rarely," "Sometimes," "Often," and "Very Often." Forms of discrimination that were assessed included caste discrimination, gender discrimination, religious discrimination, regional discrimination, language/accents discrimination, disability discrimination, and job-role discrimination.

According to the results presented in the chart above, it can be concluded that for most types of discrimination, a relatively large number of people chose the category "Never." Therefore, it can be inferred that many employees do not often encounter such discrimination in their workplaces. In particular, the category "Never" dominates in caste discrimination, religious discrimination, disability discrimination, and job-role discrimination.

Nevertheless, there are also types of discrimination that occur more frequently. For example, in the case of gender discrimination, "Rarely" and "Sometimes" responses are more frequent than "Never," which means that employees experience gender discrimination in their work environment. The same can be said about the discrimination concerning accents. Thus, "Rarely," "Sometimes," and even "Often" categories were chosen by employees.

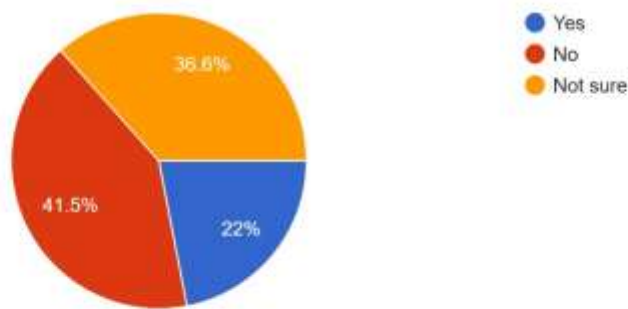
In the case of regional discrimination and job-role discrimination, employees indicated the answers "Often" and even "Very Often." Therefore, workplace inequality occurs based on regional characteristics and job position hierarchy in organizations. Despite the fact that discrimination because of disability and religion is not common among employees, the presence of answers in these categories means that they occur, but in a very small proportion.

It can be noticed that despite the fact that the majority of answers were "Never," there is also a number of "Rarely," "Sometimes," and "Often" responses. Thus, although the number of answers "Very Often" is lower compared to other answers, discriminatory practices still occur in workplaces.

From the results obtained, it is evident that even if some forms of discrimination are less frequent in comparison with others, they are still present in the work environment. For instance, such practices as gender discrimination, accent bias, and regional discrimination occur. Therefore, in this regard, employers should improve ESG social responsibility principles, diversity, inclusion programs, etc.

Is your salary fair?

41 responses



As mentioned in the pie chart above, it illustrates the responses of people who think that their salary is unfair or not fair in the workplace. There are 41 samples in the study, and there are three categories, including "Yes," "No," and "Not Sure." Based on the results, a majority of employees feel that the salary they receive is not fair. Hence, the issue of fairness in terms of salary compensation equality needs to be addressed as it can impact employee satisfaction in the workplace.

Based on the pie chart above, the majority of employees select "No," as they do not consider that the salary they earn is fair. In other words, almost half of the employees are not happy with what they get as they feel like the compensation is not equivalent to what they provide to the organization. The unfairness of the salary can lead to a decrease in the motivation, morale, job satisfaction, and organizational commitment level of employees.

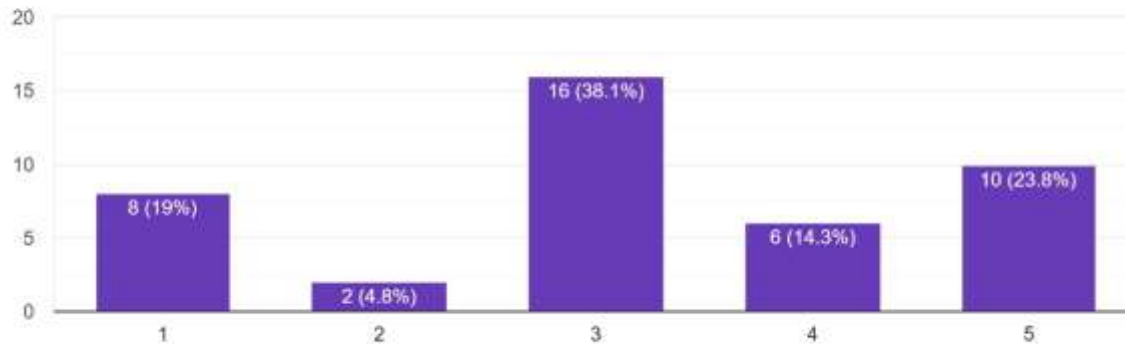
In addition, almost one-third of the employees have selected "Not Sure" as they are unsure whether their salary is fair or not. The reason why some employees are unsure about the fairness of their salary is that there is no transparency in the process and structure of salary distribution in their respective organizations. Also, employees may use the method of comparison to see whether they receive a fair salary or not compared to other employees working in the same organization.

Lastly, only 22% of the respondents chose "Yes" as they are happy with their salary distribution. Employees who are satisfied with the salary distribution in the workplace feel that the organization provides equal pay to all workers. Furthermore, the organization considers their contribution and gives the right amount of compensation, making them feel satisfied with their employment status.

Overall, it can be said that the results show that most employees have issues with salary compensation and fairness. There should be ways for organizations to address such problems by making sure that there is transparency in the compensation system. From the ESG social responsibility viewpoint, fair wages play an important role in ensuring that employees' welfare is maintained.

Are promotions fair?

42 responses



The above bar chart shows people's view regarding the promotion process and whether they perceive that their promotions are being done fairly at their organization. It shows that there were 42 participants in the survey who rated the promotion process on a rating scale of 1 to 5, where a lower rating shows less satisfaction while a higher rating reflects that the person agrees that promotions are fair.

The results show a range of views from respondents regarding the promotion process in their organizations. As per the results, maximum respondents gave a rating of 3 (16 respondents, which is 38.1% of the total sample). It means that there is a high percentage of neutral view about promotions from employees. The neutral response means that respondents do not feel completely satisfied with the process, although they see promotions as fair. The respondents may believe that their promotions are based on favoritism, bias, or discrimination sometimes. However, they cannot be fully satisfied with their promotions.

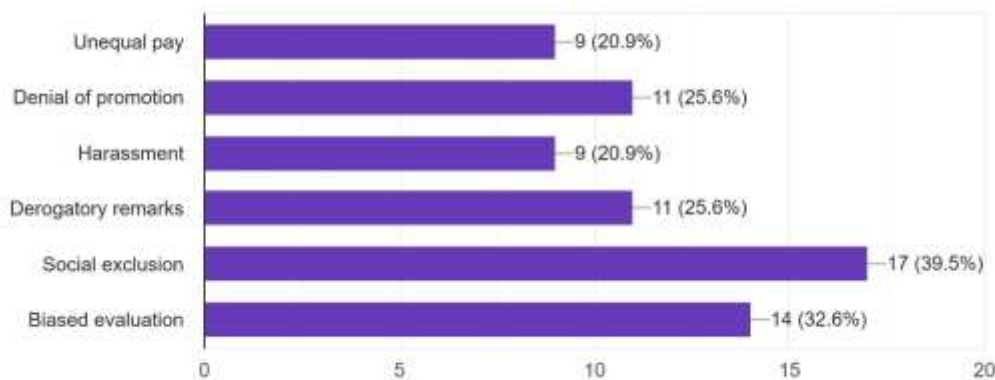
Secondly, the rating with second most responses is 5, where 10 respondents (which accounts for 23.8% of the total sample) showed their views. This rating shows that these employees strongly agree that the promotions are being done fairly within their organizations. This kind of response could mean that there is no discrimination in promotions at their workplace, as promotions are based on equality, equal opportunity, and merit of the individuals. Fair promotion process increases motivation level and satisfaction among employees.

Further, there were 8 respondents (19% of the total sample) who gave a rating of 1, which shows that they completely disagree with the process. These employees think that the promotions are biased or discriminatory. Their views about the promotion process can affect their productivity and morale level. Similar to this, there were 6 respondents (14.3%) who gave a rating of 4. They mostly agreed that the promotions are being done fairly in their organizations. Only two respondents rated it with 2 (4.8%).

From the above analysis, it is evident that there are mixed perceptions from employees about promotions at their organization. Some respondents have a strong belief that promotions at their workplaces are fairly done, while others disagree with this process. There should be an open evaluation system and an ESG policy for promotions to avoid any workplace discrimination issues.

Types of discrimination faced

43 responses



As illustrated in the above bar graph, discrimination comes in various ways within the workplace environment. In total, 43 responses were collected and the discriminatory experiences that employees undergo include unequal pay, denial of promotion, harassment, derogatory remarks, social exclusion, and biased evaluation. The results depict that employees face discrimination professionally as well as socially, showing the necessity of inclusive organizational policies and responsible implementation of ESG social responsibility programs.

From the graph, the most frequently mentioned type of discrimination among the respondents is "social exclusion," having 17 responses, equivalent to 39.5% of the total sample size. Employees feel left out when engaging in conversations at work, working in teams, communicating, or making decisions, and social exclusion can lead to poor levels of confidence and belongingness within the workplace. It affects employees' ability to engage, collaborate, and increase organizational commitment.

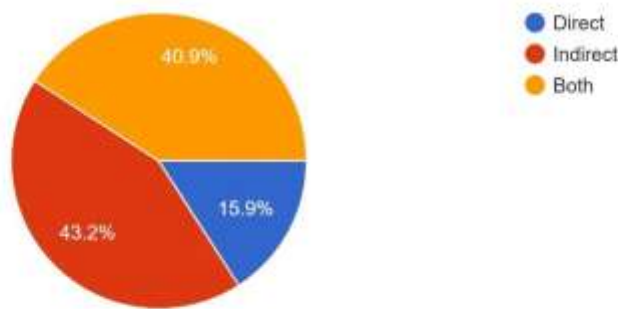
Secondly, "biased evaluation" received 14 responses representing 32.6% of the total sample size. It implies that employees may think that performance evaluations and assessments may be unfair and partial. Unfair evaluations limit the chances for personal development and can affect the level of motivation and self-confidence of an individual.

Thirdly, "denial of promotion" and "derogatory remarks" both received 11 responses, thus, representing 25.6%. Denial of promotion indicates that employees are discriminated against and do not have equal career advancement opportunities as a result of the process. Derogatory remarks indicate that the workplace has disrespectful behavior from managers towards employees.

Fourthly, "unequal pay" and "harassment" are equally the most mentioned types of discrimination, each with 9 responses, thus, 20.9%. Unequal pay is a sign of financial discrimination where employees do not receive the same wages, hence, pay discrimination. Harassment shows that employees face bullying behavior in the workplace.

In conclusion, from the above graph, employees are facing workplace discrimination in many ways, from financial discrimination such as pay differences to social discrimination involving disrespectful workplace practices. There is a need for companies to embrace inclusive policies in the implementation of ESG social responsibilities such as fair evaluations and equal career opportunities.

Nature of discrimination
44 responses



The above pie chart represents the perceptions of respondents regarding the nature of discrimination in the workplace. A total number of 44 responses were recorded, and respondents categorized discrimination as Direct, Indirect, or Both. The result shows that workplace discrimination is mostly encountered in its indirect nature or even in combination of both direct and indirect approaches.

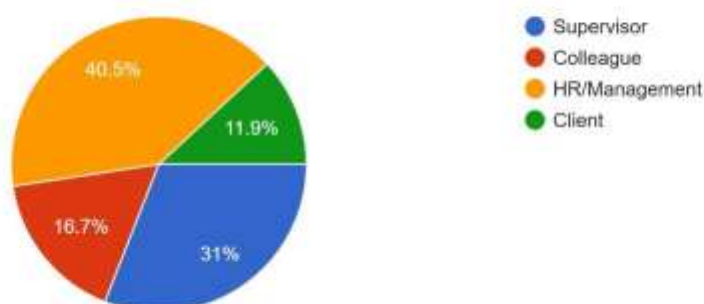
The above pie chart indicates that the biggest share of the respondents or 43.2% perceive their experience in the form of "Indirect discrimination". It means that many employees experience discrimination which manifests itself not openly but in an indirect manner, which makes it harder to define and resolve. Indirect discrimination may be connected with exclusion from any opportunities or activities, biased communications or decisions, uneven work distribution, or favoritism shown to other colleagues. Such types of discrimination are difficult to address since they can occur in the form of organizational behavior, workplace culture, or unconsciously.

It should be noted that another considerable share or 40.9% of the respondents chose the option "Both". It implies that employees encounter a combination of direct and indirect discrimination. In particular, this means that workers experience openly discriminatory behavior as well as subtle and unobvious discrimination at the same time. The combination of both mentioned types of discriminatory actions has a particularly detrimental effect on workers' well-being and overall experience in the company.

The remaining respondents or 15.9% chose "Direct discrimination". As follows from the above definition, this option refers to overt or openly discriminatory behavior aimed at certain characteristics like gender, caste, religion, race, age, disability, language, or position. However, although fewer respondents selected this answer, it also means that direct discrimination takes place in companies.

In summary, one can say that workplace discrimination often occurs indirectly or even in both indirect and direct forms. These results show the need to pay attention to ESG social responsibilities, raise awareness, and create transparent policies within organizations. Discriminatory behavior needs to be addressed through the promotion of equality and fairness and training employees on discrimination matters.

Responsible person
42 responses



From the above chart, it becomes evident that the respondents believe that there could be several reasons why discriminatory behavior takes place in the workplace. Four different options have been provided to the respondents in regards to potential sources of discrimination in the organization. In total, 42 responses were collected from the respondents, and they indicated that discrimination could arise due to either Supervisor, Colleague, HR/Management, or Client.

Firstly, it is important to emphasize that the largest share of respondents, which is equal to 40.5%, chose HR/Management as the source of discriminatory practices in the workplace. This means that many people think that discrimination arises in connection with HR and management. The latter should implement specific practices in organizations, but they do not always act in a way that helps ensure equality in the workplace. In particular, unfair promotion, evaluation of staff, discrimination when discussing salaries, or non-response to complaints can be considered examples of HR and management-led discrimination in the workplace.

Secondly, a bit smaller proportion of the respondents, namely 31%, claimed that the source of discrimination was "supervisors". In their turn, supervisors are individuals who manage the work process in the organization. It goes without saying that the mentioned group of respondents believes that there may be discrimination in connection with unfair work assignment, favoritism towards certain employees, exclusion of people from the team activities or opportunities, etc.

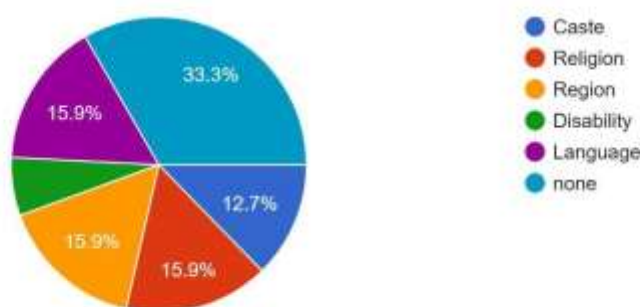
Thirdly, a little bit smaller number of respondents, which is 16.7%, believe that discrimination takes place due to the actions of colleagues. Here, one can talk about interpersonal relations that occur among peers. For example, such discriminatory behavior may result in exclusion from communication, workplace harassment, biased decisions, etc.

Lastly, only 11.9% of respondents chose "Client" as the reason for discriminatory behavior. Hence, discrimination may take place when dealing with clients and customers.

In summary, the chart shows that there can be multiple reasons for discrimination in the workplace. From what has been discussed, the key sources of discriminatory actions are HR/Management and supervisors. The results obtained demonstrate the necessity for the organization to improve its practice concerning ESG social responsibility, management ethics, and others.

Most common discrimination in your organization

63 responses



The above pie chart shows how employees view the most prevalent discrimination in their organizations. There were altogether 63 responses received, out of which respondents pointed to various types of discrimination such as caste, religion, region, disability, language, and none. From the findings, it can be observed that while a substantial number of respondents feel that there is no common discrimination in their organization, several people perceive other types of discrimination at the workplace.

From the chart, it is evident that the most selected type of discrimination by employees was "None," where 33.3% of the respondents felt that no type of discrimination existed at their workplace. It indicates that in many organizations, a relatively more inclusive environment prevails where workers do not feel discriminated against despite their social or personal differences. Ethical management, diversity, and positive organizational culture could play an instrumental role in developing such a working environment.

On the other hand, three other forms of discrimination, religion, region, and language, have received 15.9% responses from the total respondents. As seen from the results, discrimination based on religion, region, or language could be another prevalent form of workplace discrimination. Religious discrimination refers to the unfair treatment due to the difference in religious practices. Similarly, discrimination based on region or geographical location indicates that workers can face biases for belonging to different regions or places. Finally, language-based discrimination means that employees may face discrimination because of their language or accent.

Caste discrimination constitutes 12.7% responses from all the answers provided. Despite being a little less than some other types of discrimination, caste discrimination is significant, especially in diverse societies where caste systems prevail and influence people's interactions and behaviors in society.

Lastly, disability discrimination is found to constitute only 9.5% of the responses. Despite this comparatively lesser percentage, the presence of disability discrimination in some organizations cannot be denied.

9. Tabular representation of summary (in percentage%):

Table 1

Age Group	Male%	Female%	Total no. of people
Below 25	87.10	12.90	31
25-34	80.00	20.00	30
Above 34	100	00.00	8

Table 2

Qualification	Male%	Female%	Total no. of people
UG	100.00	100.00	29
PG	78.60	21.40	14
Doctorate	100.00	100.00	4
Professional	81.80	13.6	22

Table 3

Work Experience	Male %	Female%	Total no. of people
< 1 Year	86.00	14.00	28
1-3 Years	17.40	82.60	23
More than 3 years	91.70	8.30	18

Table 4

Job Type	Male%	Female%	of people
Onsite	82.14	17.86	28
Remote	86.36	23.64	22
Hybrid	88.24	11.76	17

Table 5

Occupation Type	Male %	Female%	Total no. of people
Entry Level	75.00	25.00	26
Middle Level	86.36	13.64	22
Senior Management	92.31	7.69	13
Contractual	75.00	25.00	8

Table 6

Table 7

Existence of Disability	Male%	Female%	Total no. of people
Yes	85.50	14.50	7
No	71.01	28.99	62

Table 8

Overall Work Experiences	Male%	Female%	Total no. of people
1	11.90	-	8
2	10.20	-	6
3	18.60	22.20	13
4	25.40	44.40	19
5	33.90	33.30	23

Table 9

Perception about Respect at Workplace	Male%	Female%	Total no. of people
1	6.90	-	2
2	6.90	11.10	5
3	25.90	22.20	17
4	22.40	44.40	17
5	37.90	22.20	22
Experience About Sharing Opinion	Male %	Female%	Total no. of people
Yes	90.20	9.80	41
No	77.80	22.20	10
Sometimes	78.90	21.10	19

Table 10

Experience of Discrimination at Workplace	Male %	Female%	of people
Yes	33.90	66.10	9
No	40.68	22.22	59
Not Sure	25.42	11.11	1

Table 11

Basis of Discrimination	Male %	Female%	No. of people
Religion	100.00	--	9
Caste	88.89	11.11	9
Gender	53.85	38.46	12
Language	76.92	23.08	13
Age	87.50	12.50	8
Region			9
Sexual Orientation	100	--	2

10. Summary of Findings:

Caste-Based Discrimination was reported by multiple respondents, including one who described a promotion being withheld for three years because they were categorized as SC, and another who faced social humiliation and harassment, with colleagues using caste slurs and demanding menial tasks like cleaning floors and serving tea.

Language Discrimination was mentioned by two respondents from Haryana who felt they were discriminated against due to their "hard" Haryanvi accent, leading to accusations of aggressive behaviour or being excluded from communication.

Religion-Based Discrimination involved reports of internal office fights among different religions and one person being treated poorly for being Hindu in a Muslim-majority area.

Disability Discrimination was reported by a person with polio whose colleagues often avoided talking to them or being friends with them.

The remaining responses either stated there were **No incidents** or declined to share any details.

11. Suggestions:

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