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Exploring Industry Readiness for "Diversity, Equity & Inclusion" a Bibliometric Analysis.

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ARTICLE INFO	ABSTRACT
	Diversity, Equity and Inclusion (DEI) as a theme is evolving and so are the nuances involved in it like biases, intersectionality, privilege, allyship and microaggression (among many). Political overtones and legal stands are also responsible for the increasing academic research and publications. Naturally, there has been enough research through publications also happening in the same space. Thus, it is important to do a bibliometric analysis to provide an understanding of the progress till now and the available trends thereon. This study aims to explore the state of affairs, progress till now, issues & trends and the future of DEI through a bibliometric analysis covering the period from 2014-2024. For the study, the researchers use Scopus database to collect relevant publications. 1059 articles were selected for the study after applying various logics of inclusion and exclusion. These are further analysed through Vosviewer software. This will provide rich insights for the future researcher. **Keywords:** DEI, Diversity Management, Bibliometric Analysis

1 Introduction

In countries like India where the occupation is driven by social groups, many organizations are facing problems in blending cross culture within different departments in the organization (Volety & Nayak, 2024). Diversity itself compresses in increasing the representation of various diverse groups which include age, gender, colour, race etc. As we talk about the U.S population it has become more diverse which makes it challenging to attract, retain and motivate the workforce (Tessema et al, 2023). DEI programs play an important role that helps in reforming work environments that attract and retain talents and foster a sense of belongingness, respect and understanding among employees. Employees who feel more welcomed in the organization are more likely to be self-motivated and engaged employees (Tessema et al, 2023). If we talk about what DEI means in different disciplines, we will see how few teams could be referred to like, the term person excluded because of their ethnicity and race refers to those who have historically been excluded by the dominant group as a result of systemic disturbance in their culture. In physics, this refers to those who identify as Black or African American, Latinx or Hispanic, or Native American descent. People also use the term 'historically excluded' to underline that the 'underrepresentation' of peers is the direct effect of exclusionary practices in physics. On the other hand, equity means to provide equal treatment to every person belonging to a different diverse group.

In education, equality refers to providing equal and fair opportunities to everyone regardless of their diverse background (Tessema et al, 2023). Inclusion is a sense of belongingness where everyone feels welcomed and invited. Many organizations are focusing on many such programs and initiatives that makes the workplace more inclusive. There are many aspects in DEI like microaggressions, allyship, psychological safety, activism, anti-racism, disability, glass-ceiling and more. We cannot repair what we cannot see and we cannot completely comprehend the scope of this issue until we account for interviewing and trainee demographic on a daily bias, just as we should track the outcomes. Many approaches have been taken for educating about DEI. Like if we talk about cultural humility, it is defined as a lifetime process of self-critique in which the individuals not only learn about author's diverse culture but also being with an analysis of their own beliefs and different cultural identities. To educate DEI, we must address the substantial roles that biases play in our daily lives as a researcher, educators, leaders or the like. Although it is not possible to completely eliminate our own

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unconscious biased decisions, it is potentially possible to reduce its impact in decision making while dealing with the clients, customers or even consumers (Tessema et al, 2023). Now days many industries and organizations are focusing on educating their employees and making them aware about DEI and its importance and significances.

The EY European DEI Index, a poll conducted of ~1800 employees in nine European nations, discovered that only 7% of firms are "concretely and genuinely" fostering a diverse and inclusive workplace culture. While organizations have made some progress in areas where there has been sustained pressure to act, such as gender equality 25% of organization have yet to make adequate moves to improve cultural diversity, 36% have yet to take action on LGBTQ+ diversity and failed to address disability diversity, according to responses (EY European DEI Index, 2024).The WEF'S Diversity, Equity and Inclusion lighthouse initiatives seeks to shed light on effective corporate DEI programs and the world. A December 2023 investigation showed the numerous firms including Heineken, the Netherlands-based corporate focused its efforts on increasing female participation in sales after discovering that only 9% of women held senior management positions in the function, despite women accounting for 24% of the workforce. Over a two-year period, female presence in senior manager sales jobs increased from 9% to 19% to a dedicated program focused on attracting, retaining and developing women in future, as well as a strong communication plan targets at foresting a more inclusive environments (World Economic Forum, 2023). Embracing DEI in business or in any other sector is good as it brings innovation, creativeness and sustaining talents.

A Multicultural workforce improves adaptation and expands global market reach. Businesses get competitive advantage in today's global marketplace by hiring and selecting people who understand other culture and speak different languages. DEI allows for a better understanding of clients wants and preferences (Maroof & Kapate, 2023). This study talks about a wider concept of DEI and its global presence and understanding.

1.1 Research Questions

The authors chose to address the following Research Questions (RQ)

RQ1: What has been the pattern of research publications over the years in the research area of Diversity, Equity and Inclusion?

RQ2: In what ways have countries, institutions and authors helped with research in this space?

RQ3: Which journals and articles in the Diversity, Equity and Inclusion field have the most significant citations?

RQ4: Based on citations, which of these research works is the most widely cited in the Diversity, Equity and Inclusion research communities?

2 Literature review

Diversity, Equity, and Inclusion (DEI) have been a major priority in a variety of fields, including academia, healthcare, and industry (Tessema et al., 2023; Heydari et al., 2024; Carr et al., 2020). This literature review brings together studies on DEI, including the theme's historical context, conceptual framework, problems, and implementation methodologies. We investigate the complex nature of DEI, considering its multiple dimensions (diversity, equity, and inclusion) and their interrelationships. The review will also address the various approaches, as well as their limits.

2.1 Background and Theoretical Structures

The concept of DEI has its historical roots in the United States, where movements for racial & social justice have shaped the present context (Minow, 2021). Early efforts focused on achieving equality, often through legal (and statutory) interventions aimed at discarding discriminatory practices (Oyebola Olusola Ayeni & Chima Abimbola Eden, 2024). However, the limitations of a purely equality-based approach became apparent, leading to a broader focus on equity, which acknowledges and addresses systemic inequalities (Minow, 2021). The movement progressed to encompass a wider range of diversity, extending its focus beyond just racial and gender equality. This shift acknowledges that providing equal resources does not always result in equal outcomes for all groups, as historical disadvantages and systemic impediments perpetuate inequities (Jordan & Jegede, 2020). The notion of inclusion, which focuses on creating an environment in which everyone feels valued, respected, and empowered to participate fully, broadened the scope of the DEI project (Jordan & Jegede, 2020). The concept of justice has recently become further integrated into the DEI framework, emphasizing the importance of systematic reform in addressing historical injustices and creating a truly equal society (Martínez-Blancas et al., 2023). Different fields have used different conceptual models to guide their DEI initiatives. Organizations have employed frameworks like the PRESS framework to achieve equity (Hinton

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& Lambert, 2022), while others have focused on assessing DEI with a broader set of measures, including climate surveys and microaggressions assessment (Hinton & Lambert, 2022). The framework chosen is typically determined by the organization's or initiative's specific circumstances and goals.

2.2 Diversity: Representation and Combination

Diversity is the presence of people from different backgrounds and identities inside an organization or system (Urbina-Blanco et al., 2020). Race, ethnicity, gender, sexual orientation, age, handicap, and socioeconomic position are among the factors considered (Urbina-Blanco et al., 2020). Many studies have shown that minority groups are underrepresented in a variety of areas, including healthcare (Humphrey et al., 2020; Ware et al., 2021; Jordan & Jegede, 2020), academia, and science (Urbina-Blanco et al., 2020; Arora & Wolbring, 2022). Research in multiple disciplines have found persisting discrepancies in representation, emphasizing the need for focused efforts to improve diversity at all levels (Maries et al., 2025; Ware et al., 2021). However, just increasing numerical representation is insufficient; genuine diversity entails cultivating an inclusive environment in which all individuals feel valued and respected (Jordan & Jegede, 2020).

2.3 Equity: Discussing Systemic Inequalities

Equity is more than just assuring equal treatment; it entails activity tackling structural hurdles and historical disadvantages that hinder certain groups from reaching equal outcomes (Minow, 2021; Jordan & Jegede, 2020).

This necessitates recognizing and removing discriminatory practices rooted in institutions and systems (Humphrey et al., 2020; Ode et al., 2021). In the healthcare system, racial and ethnic minorities frequently face gaps in access to care, treatment quality, and health outcomes (Malespin et al., 2021; Humphrey et al., 2020). These discrepancies are more than just differences; they result in lower results for socially disadvantaged populations (Malespin et al., 2021). Addressing equality necessitates a multifaceted strategy, which includes targeted intervention to address social determinants of health (Rengers & Warner, 2024; Malespin et al., 2021) and initiatives to reduce implicit prejudice among healthcare personnel (Malespin et al., 2021; Humphrey et al., 2020). In academia, equity means ensuring equitable access to opportunities and resources for all students and staff, regardless of their underrepresented faculty members is disproportionately burdened with DEI-related responsibilities.

2.4 Inclusion: Fostering a Sense of Belonging

The themes of Inclusion, Diversity and equity have the ultimate objective of making each individual feel at ease, respected, welcomed and valued. (Jordan & Jegede, 2020). This requires addressing not only the cases of discriminations, generated biases but also micro-aggression issues. (Hinton & Lambert, 2022; Acholonu et al., 2020). Creating an inclusive environment involves fostering a sense of belonging, promoting cross-cultural understanding and ensuring that all voices are heard and respected (Jordan & Jegede, 2020). Many studies have highlighted the importance of inclusion for improving well-being, reducing stress, and enhancing performance (Humphrey et al., 2020; Hinton & Lambert, 2022). In educational settings, inclusive practices involve creating curricula that are relevant and engaging for all students, fostering collaborative learning environments, and providing support for students from marginalized backgrounds (Corsino & Fuller, 2021; Maries et al., 2025). In the workplace, inclusion involves creating policies and practices that promote fairness, respect, and equal opportunities for all employees within the organization (Oyebola Olusola Ayeni & Chima Abimbola Eden, 2024; Heydari et al., 2024).

2.5 Other DEI initiatives

Strategies for Implementation DEI initiatives have been designed and implemented across different industries and different parts of the globe. These strategies often involve a combination of individual- level intervention, such as bias training and cultural humility training (Carr et al., 2020; Corsino & Fuller, 2021) and multi-people / institutional changes, such as implementing holistic review processes for admission and recruitment (Ware et al., 2021; Ode et al., 2021). Other strategies include:

Focussed recruiting and retention programs are initiatives that try to attract and retain persons from underrepresented groups, generally through outreach programs, mentorship opportunities and scholarships. (Malespin et al., 2021; Carr et al., 2020; Jordan & Jegede, 2020). Bias mitigation solutions include training programs that improve awareness of implicit biases and develop strategies to reduce their influence on decision-making (Corsino & Fuller, 2021; Jowell et al., 2023).

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Culturally responsive teaching and learning strategies including designing newer teaching methods and syllabus which are more engaging for students across as many different backgrounds. (Acholonu et al., 2020; Corsino & Fuller, 2021; Maries et al., 2025)

Mentorship and sponsorship program: These initiatives enable individuals from underrepresented groups to traverse career paths and advance to leadership roles (Malespin et al., 2021; Urbina-Blanco et al., 2020; Bath et al., 2022; Spitzer et al., 2022).

Policy and structured reforms entail revising initiatives policies and practices to produce more equal and inclusive institutions (Humphrey et al., 2020; Ode et al., 2021; Oyebola Olusola Ayeni & Chima Abimbola Eden, 2024). This could involve bringing changes in promotion rules and the job-duration (Hinton & Lambert, 2022), hiring methods (Beltrán Ponce et al., 2023; Davenport et al., 2022), and curriculum development (Corsino & Fuller, 2021; Jowell et al., 2023).

The efficiency of these tactics varies according to the context and approach used. Some research found favorable results, while others highlighted the difficulties of launching and maintaining DEI projects (Beltrán Ponce et al., 2023; Ode et al., 2021).

2.6 Challenges and Limitations

Despite key initiatives being taken by companies and academicians bringing in a great amount of impetus into the DEI space, we have miles to go in this area. Some of the possible hurdles are:

Persistent biases and discrimination: Individuals from smaller focussed groups continue to face biases and stereotype thoughts in the course of their work, assignments and career progressions. (Humphrey et al., 2020; Acholonu et al., 2020).

Lack of data and assessment tools: The absence of accurate and valid DEI metrics makes it difficult to evaluate intervention effectiveness and track development over time (Zierhut et al., 2022; Hinton & Lambert, 2022)

Resistance to change: Some individuals and institutions may oppose DEI projects owing to a lack of understanding, fear of change or inbuilt biasness in the organizational policies (Kraus et al., 2021).

Limited resources: Implementing DEI initiatives requires significant resources; monetarily, staff involvement, including funding, staff time, curated training and mentorship (Vela et al., 2021; Beltrán Ponce et al., 2023).

Intersectionality: The complex interplay of multiple social identities (e.g., race, gender, class) creates unique challenges and requires tailored intervention (Curran & Randall, 2023; O'Connor et al., 2019).

2.7 Future path

Future research on DEI must focus on:

Developing robust and measurable metrics for evaluating DEI effectiveness is crucial. (Zierhut et al., 2022; Hinton & Lambert, 2022).

More empirical research is needed to evaluate the impact of various interventions and identify best practices (Boatright et al., 2023).

There is a requirement of the researcher to consider and examine the unique experience of individuals with multiple marginalized identities (Curran & Randall, 2023; Humphrey et al., 2020).

Effective DEI initiatives do require the backing of a strong leadership to bring about the effective changes which at most of the times requires policy level changes. (Beltrán Ponce et al., 2023).

Developing culturally responsive approaches: Intervention should be tailored to the specific needs and contexts of different communities (Jordan & Jegede, 2020; Malespin et al., 2021).

Researches should track and evaluate the long-term changes in experiments related to DEI (O'Connor et al., 2019).

By addressing these research gaps, we can develop more effective strategies for achieving DEI goals and creating a more equitable and inclusive society (Hinton & Lambert, 2022; Tessema et al., 2023).

While significant progress has been made in raising awareness and implementing DEI initiatives across various sectors, persistent biases and systemic inequalities continue to create barriers for individuals from underrepresented groups. The definition of the groups is also evolving as has been evident in various legal and corporate initiatives. Future researchers should focus on developing robust measurement tools, evaluating the effectiveness of different strategies, and addressing the complex interplay of multiple social identities to create

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a more just and equitable future for all. A data-driven, multi-pronged approach that combines individual- level intervention with systemic changes is crucial for achieving meaningful and lasting progress in DEI (Hinton & Lambert, 2022; Humphrey et al., 2020).

3 Methodology & Data

Bibliometric analysis is a standard approach for investigation research areas with huge amount of available information. This method is a standard method to understand the current state of affairs and the possible areas (and limits) of the present academic research in the said field. This technique also helps in summarizing the existing understanding of the topic while throwing some areas of future research based on existing research gaps.Inour study, the information utilized for the bibliometricanalysisis obtained from Scopus.
The visualization of similarities (VoS) viewer, which seeks to simplify the creation and display of bibliometric maps, is becoming increasingly favored in bibliometric studies.

This approach enables us to effectively gather literature and identify the connections among selected publications within the selected set of academic materials.

3.1 Need for the study
We found very few papers on the bibliometric analysis of DEI are existing and the research on this aspect is increasing with each passing day and thus there is an increment in the number of publications. Thus, it is essential for future researchers to have a documented list of journals and articles. The adoption of DEI practices across corporate is increasing and newer concepts are being introduced. Hence, there is a growing number of research papers and publications; thus, the necessity of synthesis of them.

3.2 Dataset
For the work, Scopus data base was searched on 01-Jan-2025. The steps involved in choosing the set of articles for review are as follows

		Include	Exclude	Net
Step 1	Scopus search using the following search transcript: ("diversity equity and inclusion") OR ("diversity equity inclusion") in the Search criterion of "Abstract title, Abstract, Keywords"	4023		4023
Step 2	Filter & limit to Publication years from 2014 to 2024	3975		3975
Step 3	Filter & limit "Document type" to "Article", "Book" and "Book Chapter"	2624		2624
Step 4	Filter & limit to "Final" in "Publication Stage"	2439		2439
Step 5	Filter & limit to "English" in "Language"	2430		2430
Step 6	Filter & limit "Source type" to "Journal", "Book" and "Book Series"	2409		2409
Step 7	Filter and exclude articles with the following keywords: United States, Medical Education, Curriculum, Questionnaire, Medical School, Mentor, Medical Society, Nursing education, Faculty, Coronavirus disease 2019, Pandemic, Mentoring, Canada, Prevention and control, Surgeon	1642		1642
Step 8	Filter & limit "Subject area" to "Social Sciences", "Economics, Econometrics and Finance"and "Business, Management and Accounting"	1119		1119
Step 9	Filter and manually exclude article(s) with missing author names		10	1109
Step 10	Filter and manually exclude article(s) with missing Sources		2	1107
Step 11	Filter and manually exclude article(s) with missing Abstracts		48	1059

Table 1: Selection process of Scopus articles for bibliometric analysis
Source: Collated by authors as per the logic applied by them

The copy of the exact query is as follows: (TITLE-ABS-KEY(("diversity equity inclusion") or ("diversity equity and Inclusion")) AND PUBYEAR > 2013 AND PUBYEAR < 2025 AND (LIMIT-TO (DOCTYPE,"ar") OR

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LIMIT-TO (DOCTYPE,"ch") OR LIMIT-TO (DOCTYPE,"bk")) AND (LIMIT-TO (PUBSTAGE,"final")) AND (LIMIT-TO (LANGUAGE,"English")) AND (LIMIT-TO (SRCTYPE,"j") OR LIMIT-TO (SRCTYPE,"b") OR LIMIT-TO (SRCTYPE,"k")) AND (EXCLUDE (EXACTKEYWORD,"United States") OR EXCLUDE (EXACTKEYWORD,"Medical Education") OR EXCLUDE (EXACTKEYWORD,"Curriculum") OR EXCLUDE (EXACTKEYWORD,"Questionnaire") OR EXCLUDE (EXACTKEYWORD,"Medical School") OR EXCLUDE (EXACTKEYWORD,"Mentor") OR EXCLUDE (EXACTKEYWORD,"Medical Society") OR EXCLUDE (EXACTKEYWORD,"Student") OR EXCLUDE (EXACTKEYWORD,"Nursing Education") OR EXCLUDE (EXACTKEYWORD,"Faculty") OR EXCLUDE (EXACTKEYWORD,"Coronavirus Disease 2019") OR EXCLUDE (EXACTKEYWORD,"Pandemic") OR EXCLUDE (EXACTKEYWORD,"Mentoring") OR EXCLUDE (EXACTKEYWORD,"Canada") OR EXCLUDE (EXACTKEYWORD,"Prevention And Control") OR EXCLUDE (EXACTKEYWORD,"Surgeon")) AND (LIMIT-TO (SUBJAREA,"SOCI") OR LIMIT-TO (SUBJAREA,"BUSI") OR LIMIT-TO (SUBJAREA,"ECON")))

All the analysis in this paper would be basis these 1059 research items. The categories are as follows

Publication types	Number
Article	713
Book Chapters	255
Book	91
Total	**1059**

Table 2: Types of publications covered for the bibliometric analysis
Source: Collated by authors basis data from Scopus

4 Analysis and interpretations based on data from Scopus and VosViewer

Analysis has been done basis various parameters. The basis and the results are appended
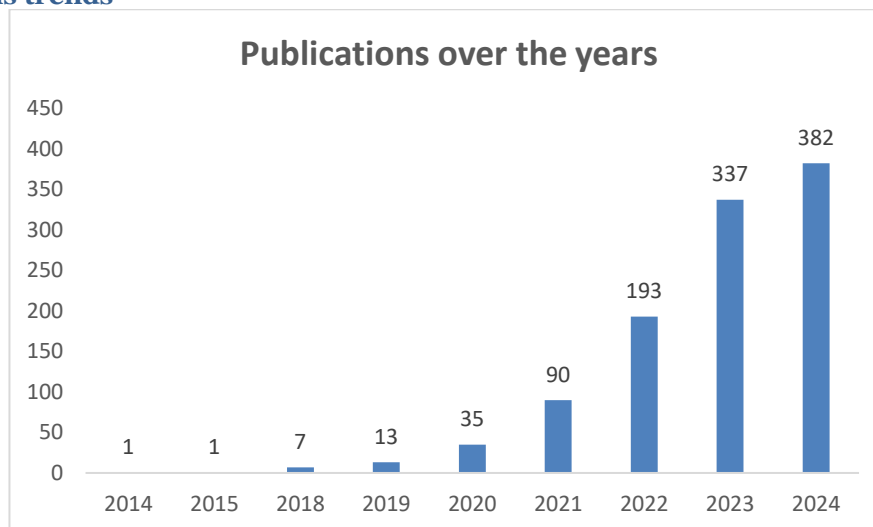
4.1Publications trends

Fig 1: Publication over the years
Source: Compiled by authors basis data from Scopus

It is observed that most of the research publications have happened after 2020. We see significant growth since then. This finding is in sync with the growing corporate discussions on the said topic. The Management of diversity is increasingly being seen as a distinct management concept, separate from legal and ethical considerations. The management of diversity is increasingly being seen as a distinct management concept, separate from legal and ethical considerations. Thus, companies have been consciously driving this agenda.

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4.2 Basis article publications

The details of journals with the maximum published articles on Diversity, Equity and Inclusion are as follows

Journal Name	# articles	ISSN	Publisher
Journal of Chemical Education	11	0021-9584	American Chemical Society
AEM Education and Training	8	2472-5390	John Wiley and Sons Inc
Frontiers in Education	8	2504-284X	Frontiers Media SA
Learned Publishing	8	0953-1513	John Wiley and Sons Inc
Advances in Developing Human Resources	7	1523-4223	SAGE Publications Inc.
Education Sciences	7	2227-7102	MDPI
Journal of Diversity in Higher Education	7	1938-8926	American Psychological Association
Journal of Microbiology and Biology Education	7	1935-7877	American Society for Microbiology
Proceedings of the Association for Information Science and Technology	7	2373-9231	John Wiley and Sons Inc
Teaching of Psychology	7	0098-6283	SAGE Publications Inc.

Table 3: Best journals in terms of articles published on Diversity, Equity and Inclusion
Source: Authors basis data from Scopus

The sorting of the above table has been done basis number of articles. Journal of Chemical Education has the largest number of articles on Diversity, Equity and Inclusion.

4.4 Publication basis publishers

Publisher	# articles
Taylor and Francis	176
SAGE Publications Inc.	105
Routledge	98
IGI Global	70
Emerald Publishing	57
John Wiley and Sons Inc	55
Elsevier Ltd	24
Springer	39
American Psychological Association	15
Springer Nature	14

Table 4: Best publishers in terms of articles published on Diversity, Equity and Inclusion
Source: Authors basis data from Scopus

The sorting of the above table has been done basis number of articles. Taylor and Francis has the largest number of articles on Diversity, Equity and Inclusion.

4.5 Publication basis countries

Country	# articles
United States	863
Canada	56
United Kingdom	53
India	41
Australia	28

Table 5: Country-wise publications
Source: Authors basis data from Scopus

The USA has a substantially high number of publications in comparison to countries with maximum publications are mentioned above. What is important is that these 5 countries combined constitute 93.03 percent of the total research documents.

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4.6 Basis journal citations

Journal Name	# citations	ISSN	Publisher
Policy Insights from the Behavioral and Brain Sciences	125	2372-7322	SAGE Publications Ltd
Advances in Developing Human Resources	85	1523-4223	SAGE Publications Inc.
Journal of Surgical Education	84	1931-7204	Elsevier Inc.
Academy of Management Perspectives	77	1558-9080	Academy of Management
Social Media and Society	60	2056-3051	SAGE Publications Ltd
Public Administration	59	0033-3298	John Wiley and Sons Inc
Journal of Diversity in Higher Education	58	1938-8926	American Psychological Association
Journal of Management in Engineering	54	0742-597X	American Society of Civil Engineers (ASCE)
Business Horizons	50	0007-6813	Elsevier Ltd
Teachers College Record	44	0161-4681	Teachers College, Columbia University

Table 6: Best journals in terms of citations on articles on Diversity, Equity and Inclusion
Source: Authors basis data from Scopus

Policy Insights from the Behavioral and Brain Sciences has the largest citations. The data has been sorted basis number of citations.

Basis the number of articles (Table 2) and citations (Table 5), it comes out that the following journals are the most important journals in terms of good research related to Diversity, Equity and Inclusion:

Advances in Developing Human Resources(ISSN: 1523-4223)

Journal of Diversity in Higher Education (ISSN: 1938-8926)

They have the high citations as well as large number of articles on the topic.

4.7 Basis Article Citations

Article	Authors	# citations	Year	Journal	ISSN
Moving Beyond Implicit Bias Training: Policy Insights for Increasing Organizational Diversity	Onyeador I.N.; Hudson S.-K.T.J.; Lewis N.A., Jr.	117	2021	Policy Insights from the Behavioral and Brain Sciences	2372-7322
Diversity, Equity and Inclusion in Medicine: Why It Matters and How do We Achieve It?	Rosenkranz K.M.; Arora T.K.; Termuhlen P.M.; Stain S.C.; Misra S.; Dent D.; Nfonsam V.	84	2021	Journal of Surgical Education	1931-7204
Advancing Women of Color in STEM: An Imperative for U.S. Global Competitiveness	Alfred M.V.; Ray S.M.; Johnson M.A.	62	2019	Advances in Developing Human Resources	1523-4223
Black Squares for Black Lives? Performative Allyship as Credibility Maintenance for Social Media Influencers on Instagram	Wellman M.L.	60	2022	Social Media and Society	2056-3051
A long road: Patterns and prospects for social equity, diversity, and inclusion in public administration	McCandless S.; Bishu S.G.; Gómez Hernández M.; Paredes Eraso É.; Sabharwal M.; Santis E.L.; Yates S.	59	2022	Public Administration	0033-3298
Identifying Pertinent Indicators for Assessing and Fostering Diversity, Equity, and Inclusion of the Construction Workforce	Karakhan A.A.; Gambatese J.A.; Simmons D.R.; Al-Bayati A.J.	50	2021	Journal of Management in Engineering	0742-597X
Hidden in plain sight: The black women's blueprint for institutional transformation in higher education	Patton L.D.; Haynes C.	41	2018	Teachers College Record	0161-4681
How stereotypes and relationships influence women and underrepresented minority students' fit in engineering	Campbell-Montalvo R.; Kersaint G.; Smith C.A.S.; Puccia E.; Skvoretz J.; Wao H.; Martin J.P.; MacDonald G.; Lee R.	40	2022	Journal of Research in Science Teaching	0022-4308
When Words Do Not Matter: Identifying Actions to Effect Diversity, Equity, and Inclusion in the Academy	Ballard D.; Allen B.; Ashcraft K.; Ganesh S.; McLeod P.; Zoller H.	38	2020	Management Communication Quarterly	0893-3189

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Implementing inclusive practices in an active learning STEM classroom	Johnson K.M.S.	33	2019	Advances in Physiology Education	1043-4046

***Table 7: Best articles in terms of citations on articles on* Diversity, Equity and Inclusion**
Source: Authors basis data from Scopus

The articles have been selected basis number of citations of each. They have been sorted in decreasing order of number of citations. We have 6 articles with each having atleast 50 citations. We observe that the article titled "Moving Beyond Implicit Bias Training: Policy Insights for Increasing Organizational Diversity" has the largest number of citations. It tops the list and is the only article with citations of over 100.

4.8 Basis Productive Authors

The details with respect to the best productive authors are as follows

Author	*# articles*
Campbell, Jamie	3
Edwards, Mary E.	3
Gillian-Daniel, Donald L.	3
Peters, Jan W.	3
Segarra, Veronica A	3
Sims, Ershela L.	3

***Table 8: Productive authors basis number of articles on* Diversity, Equity and Inclusion**
Source: Authors basis data from Scopus

These are the few authors who have 3 articles. It is to be noted out here that 45 authors have 2 articles and 2811 other authors have 1 article each.

4.9 Basis Productive Co-Authors

The details of paper publications with multiple authors are as follows

Authors	**# articles**
Dalessandro, Cristen; Lovell, Alexander	3
Manoharan, Ashokkumar; Madera, Juan M.; Singal, Manisha	3
Bala, Shashi; Singhal, Puja	2
Bernstein, Ruth Sessler; Aspin, Toni	2
Dali, Keren; Bell, Norda; Valdes, Zachary	2
Harris, Kelly M.; Marcucci, Olivia	2
Hiratsuka, Takaaki; Nall, Matthew; Castellano, Joachim	2
Keller, JoDee; Grumbach, Giesela	2
Morgan-Daniel, Jane; Hough, Chloe; Tennant, Michele R.; Edwards, Mary E.; Adkins, Lauren E.; Rethlefsen, Melissa L.	2
Sengupta, Sunita Singh; Jyothi, P.; Kalagnanam, Suresh; Charumathi, B.	2

The details of the authors have been placed according to their number of articles.

***Table 9: Productive co-authors basis number of articles on* Diversity, Equity and Inclusion**
Source: Authors basis data from Scopus

4.10 Country coupled bibliometric analysis

We used the minimum number of documents for a country as 5 and arrived at 77 countries. The screenshot of Vosviewer result is appended below.

Countries	*Total link strength*
United States	9940
Canada	4137
United Kingdom	3807
Australia	3136
Netherlands	1583
Sweden	1540

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India	1244
South Africa	1216
China	756
France	739

Table 10: Country couple data basis total link strength
Source: Vosviewer results basis data from Scopus

The total link strength is a combination of number of articles and their respective citations. We saw in Table 5 that India had large number of publications but it's citations is not that high. On the other hand, Australia, Netherlands and Sweden have lesser number of articles but their citations apparently are higher.
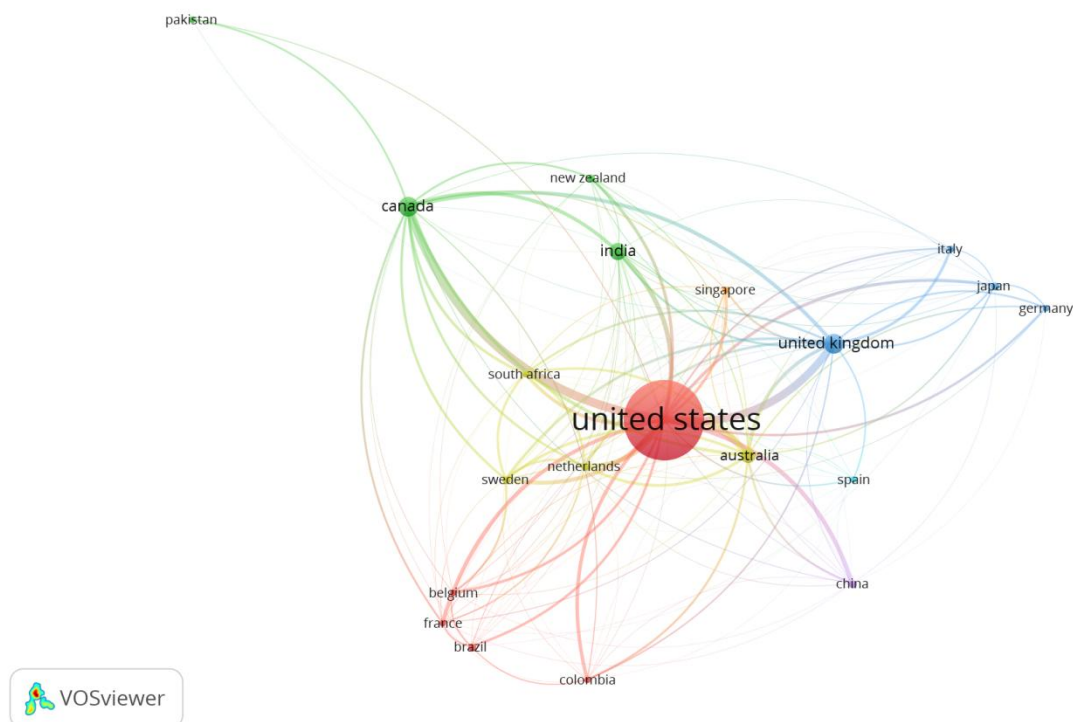
Fig 2: Country couple data basis total link strength
Source: Vosviewer basis data from Scopus

4.11 Co-occurrence of author keywords

We used the minimum number of co-occurence of author keywords as 5 and we arrive at 71 keywords out of 2325 which meet the threshold. The screenshot of Vosviewer result is appended below.

Cluster 1: activism, anti-racism, COVID-19
Cluster 2: diversity management, diversity, equity and inclusion, diversity, equity and inclusion (dei)
Cluster 3: accessibility, collaboration, cultural humility
Cluster 4: and inclusion, antiracisim, discrimination
Cluster 5: assessment, minorities in chemistry, professional development
Cluster 6: bias, diversity equity and inclusion, ethics
Cluster 7: and inclusion (dei), artificial intelligence, deversity
Cluster 8: academic libraries, belonging, inclusion

The top keywords used in terms of total strength were as follows:

Keyword	*Total strength*
diversity	591
equity	507

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inclusion	432
dei	101
social justice	80
higher education	56
leadership	56
gender	50
accessibility	45
pedagogy	39

Table 11: Author keywords basis total strength
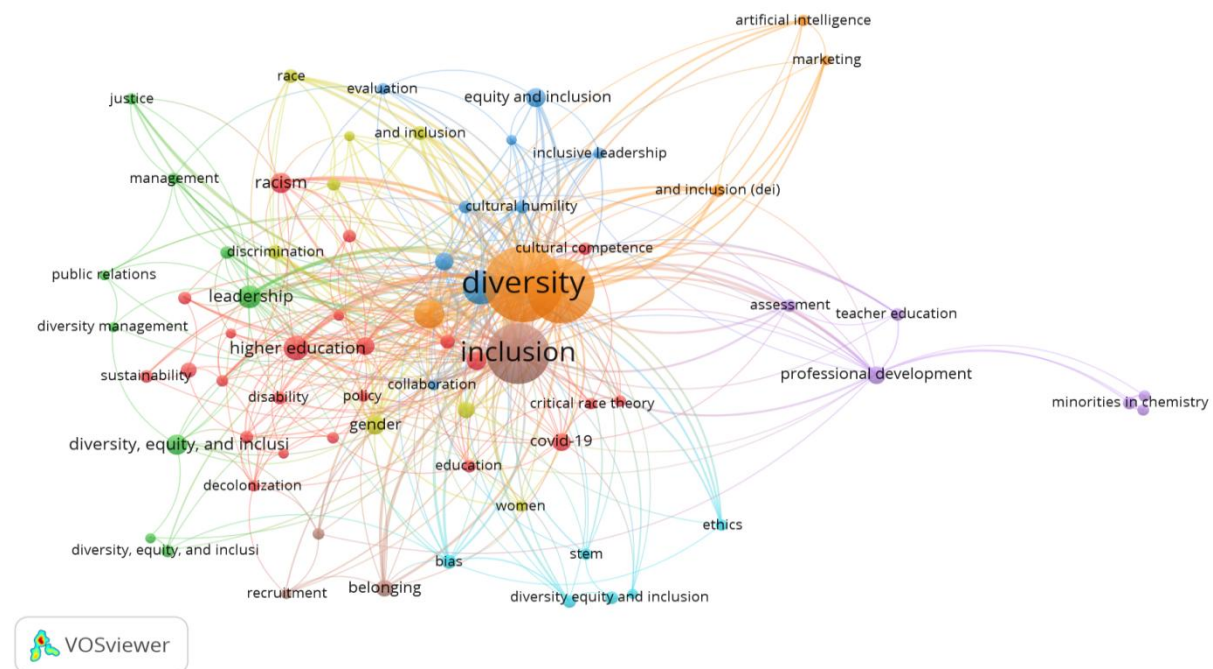*Source: Vosviewer results basis data from Scopus*

Fig 3: Cooccurence of author's keywords
Source: Vosviewer basis data from Scopus

4.12 Co-occurrence of index keywords

We used the minimum number of co-occurrence of index keywords as 5, and we arrived at 30 keywords out of 785, which meet the threshold. The screenshot of Vosviewer result is appended below.

Keyword	Occurrences	Total link strength
human	60	232
article	47	198
diversity, equity and inclusion	27	114
humans	29	108
Human experiment	20	105
Male	18	103
Female	18	102
Adult	16	92
education	9	44
leadership	9	41

Table 12: Author keywords basis total strength
Source: Vosviewer results basis data from Scopus
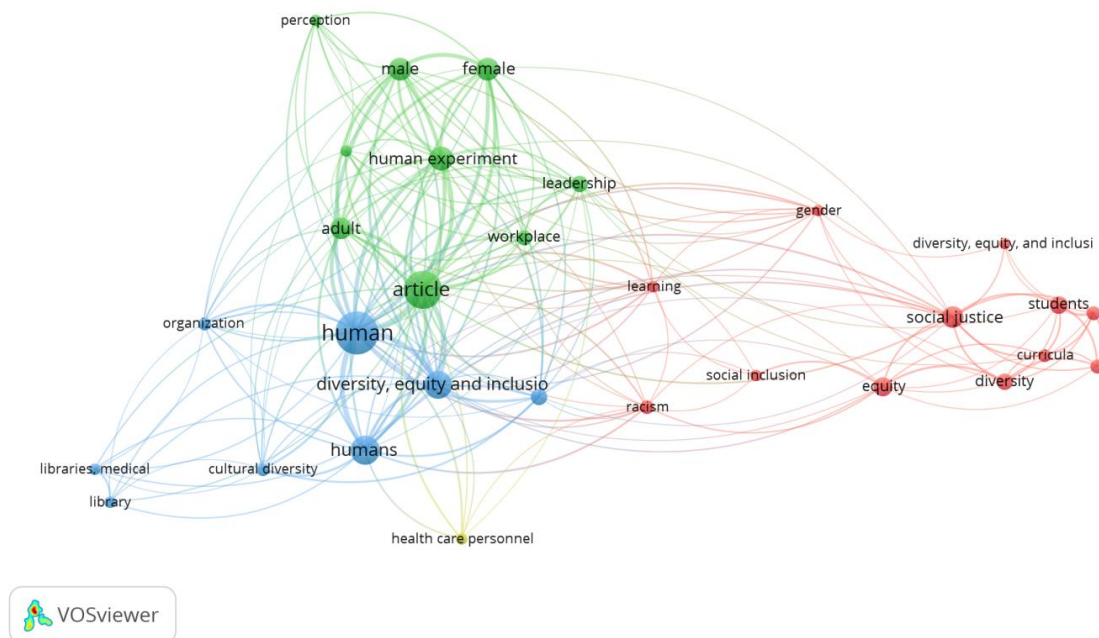
1225

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Fig 4: Cooccurence of index keywords
Source: Vosviewer basis data from Scopus

Surprisingly, the top keywords unlike authors' are "human" and "article"
It is clear from the keyword (author and index) analysis and observation that DEI as a study and area of work encompasses "social justice", "gender studies", "education" and "leadership".

4.13 Co-authorship countries analysis
We used the minimum number of documents of a country as 5 and the minimum number of citations of a country as 5. Accordingly, we obtained 20 countries out of a total of 77 countries. The country wise analysis basis strengths and the screenshot of Vosviewer result is appended below.

Countries	Documents	Citations	Total link strength
United States	822	2960	96
United Kingdom	52	202	53
Canada	53	145	45
Australia	26	132	34
Netherlands	9	15	17
Sweden	8	38	15
Germany	6	5	13
South Africa	6	19	13
India	40	22	12
France	6	19	8

Table 13: Country wise co-authorship analysis
Source: Vosviewer results basis data from Scopus

The countries have been sorted basis the Total link strength. It is clear that citations have a big weightage. It is clear from the rank of India which has low total link strength despite having large number of documents.

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Cluster No.	# of countries	Top Country(ies) basis total link strengths
1	6	Belgium, Brazil, Columbia
1	5	Australia, Netherlands, Singapore
3	3	Canada,
4	3	Germany
5	2	China
6	1	India

Table 14: Cluster details of Country wise co-authorship
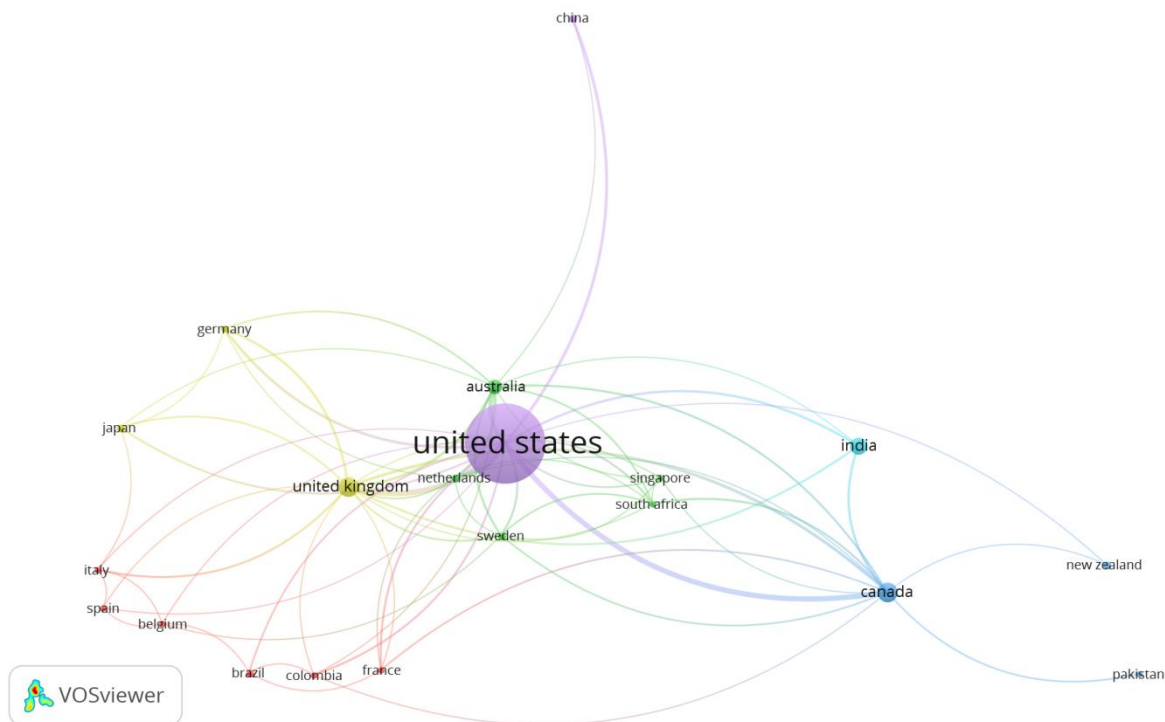*Source: Vosviewer results basis data from Scopus*

Fig 5: Co-authorship-countries analysis
Source: Vosviewer basis data from Scopus

4.14 Funding

Funding agency	# Researches	Country
Andrew W. Mellon Foundation	3	United States
Institute of Museum and Library Services, IMLS	2	United States
Lucile Packard Foundation for Children's Health	2	United States
National Science Foundation	2	United States
University of Denver	2	United States
Embry-Riddle Aeronautical University	2	United States

Table 15: Top funding agencies
Source: Authors basis data from Scopus

190 funding agencies have sponsored 197 projects. The funding agencies that have sponsored 2 or more projects from within our list of selected articles are mentioned above. The funding agencies are mostly located in United States. It is probably because of the origin of the concept being from that country.

5 Limitations and Directions for Future Research

The outcome of the research is highly dependent on the papers selected and acquired from the Scopus database. It is possible that certain pertinent publications, particularly those in non-indexed or specialized

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journals, were not included in the analysis, thereby increasing the chances of missing out on some good & critical research papers of some serious researchers.

Although the search terms employed in the study are comprehensive and encompass several expressions relating to "Diversity, Equity and Inclusion", it is important to acknowledge that researchers and academicians may have used alternate terminologies to indicate or represent the idea of Diversity, Equity and Inclusion.

Limiting the search to only journal articles, books and book series may lead to overlooking important insights found in other publication formats, such as conference proceedings or reports.

The study exclusively examined the articles published in English; hence, it is possible to have missed out on few good articles in other languages.

Although the methodology of bibliometric analysis offers a strong approach for evaluating research output and impact, it fails to capture the complete qualitative effect of these studies. For example, citation counts indicate influence but may not adequately reflect how research findings are applied in real-world contexts such as classrooms or policy-making. It may just reflect the academic pursuit but may not reflect the weight in finding solution to the area of problem.

It is useful to mention here that research is inherently interdisciplinary, but bibliometric analysis tends to be centered around one discipline, which may hinder the emergence of true output. There is an expected high level of innovativeness in inter-disciplinary publication (Bromham, Lindell and Dinnage, Russell et al, 2016).

It is recommended that future researchers do the analysis utilizing metadata from additional relevant sources, such as Web of Science and the like, to perform a comparative analysis.

Self-citations may be an issue and it may prop up the citation score of authors and papers ().

Future researchers (new to this area as well as wanting to improve further) can take help of this paper for finding the best journals, articles and authors. It can help them immensely. Authors and researchers specializing in structured literature review formats can take note of the cited articles. Besides, researchers may plan linking this topic with other disciplines like economics, innovation, governance, legalities et al.

6 Future directions and utility of this paper

This paper aims to gift future researchers (in the space of block chain technologies) by enlisting details of serious researchers, established authors in the space and distinctive journals around the same. This in a nutshell cements the best works till now in this field. Students and academia can delve into this as a pathfinder. Researchers may delve into the highly cited papers and choose their future areas of research.

A paper in the style of structured literature review of the selected articles can also help the future students and researchers on this subject. That can complement the findings of this paper.

7 DEI in India

The development of DEI as a structured theme in India was significantly catalyzed by the acts in MNCs. These organizations introduced DEI specific frameworks when they established operations in the Indian market, effectively transplanting their international diversity standards into the country. India's inherent diversity is deeply rooted in its complex social fabric, making traditional Western DEI frameworks potentially inadequate for addressing its unique landscape. The country's intrinsic pluralism spans multiple dimensions that far exceed typical diversity paradigms as has been designed and structured by the Western countries. Key aspects of DEI which are critical for every manager in India are: language diversity, religious tolerance, caste acceptance and even regional sentiments.

It will be noteworthy to mention the following actions (though not exhaustive) around DEI in India: Equal Renumeration Act (introduced in 1976), The POSH (Prevention of Sexual Harassment) Act introduced in 2013, Company Act 2013 (Mandating appointment of one woman director in limited companies), Rights of Persons with Disabilities Act (introduced in 2016) and Transgender Persons (Protection of Rights) Act (introduced in 2019).

8 Contribution of authors

Dr Sukhamaya Swain: Scopus searches and VosViewer analysis, writing – original draft
Niharika Singh: Writing – Original draft and editing
Dr Siddhartha Bhattacharya: Conceptualization, review & editing
Debasish Swain: Final draft checking

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9 Discussions and Conclusion

Diversity is fundamentally about leveraging human complexity and turning it into an organizational strength, recognizing that varied experiences and viewpoints are critical intellectual capital. Equity is about creating meaningful pathways to success by understanding and responding to individual differences, not just providing uniform access. Inclusion overarches mere representation—it's about creating genuine environments where every individual feels fundamentally respected, valued, and empowered.

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