

## BUILDING THE EMPLOYER'S IMAGE IN DIVERSITY MANAGEMENT PROCESSES

Paulina BANASIK

Czestochowa University of Technology, Faculty of Management; paulina.banasik@pcz.pl,  
ORCID: 0009-0001-2855-262X

**Purpose:** This article presents the ways in which organizations from the *Best Employers ranking* communicate and implement diversity, equity, and inclusion (DEI) activities in the context of building a credible employer image. The aim of the article is to identify practices that strengthen the attractiveness of offers and the trust of employees and candidates.

**Design/methodology/approach:** Qualitative desk research was used, including the analysis of the content available in the online sources of ten organizations from the ranking of the best employers. Corporate and career websites, annual reports, press releases, interviews, and social media content were analyzed.

**Findings:** Top-rated employers build credibility in diversity and equity management activities through clearly defined goals, dedicated programs, and regular reporting. In this way, they achieve lasting effects both within the organization and in the candidate experience.

**Research limitations/implications:** The conclusions are based on the analysis of publicly available materials, which limits access to the full internal data of the surveyed organizations.

**Practical implications:** Based on the analysis of leaders' practices, a set of recommendations for companies was developed regarding effective communication and implementation of DEI measures, supporting the credibility of the employer brand.

**Social implications:** Consistent action for diversity, equity, and inclusion reduces barriers to entry for underrepresented groups, improves the availability of products and services, and strengthens public trust in companies.

**Originality/value:** This article outlines how businesses strengthen their image and reputational advantage through consistent and measurable DEI practices.

**Keywords:** Diversity, equity and inclusion; employer branding; inclusive leadership; accessibility.

**Category of the paper:** Research paper; General review.

## 1. Introduction

The employer brand image is shaped not only by the amount of remuneration or the range of benefits offered, but above all by the credibility and authenticity of the organization in terms of its values (Kopeć, 2016). Diversity, equity, inclusion (DEI) has become one of the key values of the modern world of work. In recent years, empirical and review research has confirmed that consistent implementation of the DEI strategy strengthens the employer's image, increases the attractiveness of recruitment offers, employee satisfaction and loyalty to the organization (Wiśniewska, 2015). This phenomenon is particularly evident in younger generations, especially among Generation Y and Z, who see inclusivity as one of the main criteria for choosing a workplace (Vieira et al., 2024).

In the era of digital recruitment, the role of DEI communication in building an employer's brand is particularly important. Job websites, social media, and videos enable the presentation of an inclusive organizational culture in an engaging and diverse way (Hanu et al., 2021). At the same time, the discrepancy between the declarations and the actual practices of employers can be exposed and publicized by the online community. In response, more and more organizations are moving away from purely declarative statements, replacing them with evidence: the publication of numbers, employee accounts or reports on the implementation of the DEI strategy. Such actions significantly increase the credibility of the brand and strengthen its authenticity (Subbarao et al., 2022).

The aim of the article is to present communicating diversity management in the process of building an employer's image and to identify good practices of companies included in the Forbes "Best Employers in Poland 2025" ranking.

## 2. Literature review

Diversity, Equity and Inclusion (DEI) management is now one of the key elements of organizational strategies, both in the social and business dimensions (Taneta, 2024). Diversity refers to demographic, cultural, cognitive, and organizational diversity in the workplace, encompassing characteristics such as age, gender, ethnicity, work experience, and thinking style (Ferdman, Deane, 2014). Equity focuses on providing equitable opportunities for development and promotion for all employees by eliminating systemic and structural barriers (Shore et al., 2011). Inclusion has to do with creating an environment where diversity is not only accepted, but actively exploited, and employees feel fully engaged and valued (Roberson, 2006).

Initially, the approach to diversity in organizations was mainly limited to activities in accordance with the requirements of anti-discrimination law. Currently, diversity management is treated as a strategic organizational resource that can contribute to competitive advantage (Barney, 1991). Research indicates that organizations that successfully implement DEI policies achieve higher financial results, better innovation, and higher employee satisfaction (Hunt, Layton, Prince, 2015).

Employer branding is defined as a set of characteristics that make an organization perceived as an attractive place to work (Backhaus, Tikoo, 2004). The term "image" refers to the way in which a person or object is perceived and presented (PWN, 2015, p. 1148).

Shaping a positive employer brand image includes both internal initiatives – aimed at current employees, and external initiatives – aimed at attracting candidates (Matuszewska-Kubicz, 2020). Activities for creating the employer's internal image are primarily aimed at retaining key employees by providing development opportunities, a friendly working atmosphere and building commitment to achieving the organization's goals. On the other hand, external activities focus on encouraging qualified and talented people to apply for a job in the company (Wiśniewska, 2015).

Having a consistent and positive employer image, both inside and outside the organization, brings numerous benefits (Grzesiuk, 2023). The most important include:

- attracting and retaining talented employees,
- shortening the time needed to fill vacant positions,
- reduction of costs related to recruitment and selection,
- strengthening the identification of employees with the company's mission and vision,
- increasing employee engagement and motivation,
- increasing job satisfaction,
- improving relations with customers and business partners,
- strengthening the company's brand and the products and services it offers (Socha, Magońska, 2020).

The process of building the employer's image is comprehensive and includes a wide range of activities related to both the company's organizational strategy and its personnel policy (Minchington, 2007, p. 15). It refers to the values represented by the organization and to the practices that aim to attract, engage and retain both current and future employees (Conference Board, 2001).

According to F. Lievens, employer image involves the conscious of a company's identity by creating its image as a desirable workplace – both inside the organization and outside (Lievens, Van Hoyer, Anseel, 2007, p. 48). It is perceived as a way in which the company functions in the minds of employees and stakeholders, emphasizing its uniqueness and attractiveness (Minchington, 2006; Ambler, Barrow, 1996).

In a broader sense, the image of the employer can be treated as a dynamic process, integrating the organization's strategy with its brand, human resources management and corporate social responsibility activities (Aggerholm, Andersen, Thomsen, 2011). It consists of a set of features and attributes that employees and potential candidates assign to a given company. It includes both measurable elements – such as the level of remuneration, bonus system or benefits – and non-measurable aspects, e.g. organizational culture, management style, professional development opportunities or prestige of the organization.

The modern approach to building an employer's brand assumes that the authenticity and consistency of organizational values with business practices are key to building a credible image. DEI management is an important element in this context, as it allows organizations to present themselves as inclusive and open to diversity (Gadomska-Lila, 2013).

Research indicates that consistent implementation of diversity and equity management strategies increases the attractiveness of recruitment offers, improves employee satisfaction and loyalty, as well as builds trust among candidates, especially representatives of Generations Y and Z, for whom inclusivity is one of the key criteria for choosing a workplace (Glassdoor, 2020; Deloitte, 2021).

Effective diversity management requires proper communication that allows employees, candidates, and the outside community to see the real actions of the organization. In the context of DEI, this means that an organization should not only declare inclusive values, but also present specific activities to support diversity, such as training, mentoring, data reporting, or development programs for underrepresented groups (Wiejak, 2021).

Career websites, social media, videos and employee storytelling are now key communication channels about the approach to diversity and equality. Authenticity and transparency in the message are key to building trust; lack of consistency between declarations and practices leads to the so-called diversity washing, which can negatively affect the image of the organization (Roberson, 2006; Ferdman, Deane, 2014).

The literature on the subject indicates practices that are recognized as effective in managing DEI. These include:

- Creating employee networks and support groups (Employee Resource Groups),
- Mentoring and development programs for underrepresented groups,
- Transparent reporting of diversity data,
- Inclusive communication in recruitment and marketing content,
- Involvement in social and pro-social initiatives (Deloitte, 2021; McKinsey, 2020).

In the context of building the employer brand image in Poland, it is worth referring to the practices of the best employers who present their DEI activities in a systematic and transparent manner. These activities are an example that diversity management is not only an HR function, but an integral element of organizational strategy and corporate culture.

### 3. Research method

This article reviews the literature on 10 organizations recognized as the best employers in Poland in 2025 according to the Forbes ranking. The analysis was carried out on publicly available materials published by these organizations on the Internet - in particular:

- websites and "Career" tabs,
- press releases and annual reports,
- social media profiles (LinkedIn, Facebook),
- interviews and employee reports published online.

The analysis was qualitative and based on the desk research method. To ensure the reliability and comparability of the data, the following verification procedures were applied:

Assessment of source credibility - sources were evaluated in terms of the authority and formality of the publication. Documents originating directly from the organizations were preferred. Additionally, it was verified whether the information was confirmed by at least two independent sources.

Verification of data consistency across companies - to ensure comparability, the analysis was conducted according to a uniform DEI category framework (e.g., gender equality, disability, ethnic diversity, LGBTQIA+, age). For each company, data were collected in the same areas and assessed according to the same criteria. In cases of missing information or differences in data presentation, the principle of data triangulation was applied – information from various materials was compared and supplemented with additional sources. If it was not possible to verify a particular piece of information, it was treated as missing data rather than as confirmation of an action.

The aim of the article is to present the importance of Diversity, Equality and Inclusion (DEI) management in the process of building an employer's image and to identify good practices in this area on the example of organizations recognized as the best employers in Poland in 2025 according to the Forbes ranking.

**Table 1.**

*10 companies from the Best Employers ranking*

Place in the ranking	Company name	Industry
1	Adidas	Clothing, accessories, sports equipment (production and trade)
2	Intel	Electronics, electrical engineering, computer hardware
3	Hilton	Gastronomy, tourism, sports and leisure services
4	Microsoft	IT, Internet, Software, Computer Games and Computer Service
5	Google	IT, Internet, Software, Computer Games and Computer Service
6	Decathlon	Clothing, accessories, sports equipment (production and trade)
7	Deichmann	Clothing, accessories, sports equipment (production and trade)
8	Nike	Clothing, accessories, sports equipment (production and trade)
9	Samsung	Electronics, electrical engineering, computer hardware
10	CD PROJECT	IT, Internet, Software, Computer Games and Computer Service

Source: <https://www.forbes.pl/najlepsi-pracodawcy/2025>

The Forbes Poland's Best Employers ranking is an annual, nationwide survey of employees' opinions about employers, which the editors prepare in cooperation with the research company Statista, known for creating lists and analyses of the labor market. The ranking is based on anonymous online surveys filled in by employees of large companies active in Poland. Organizations with at least 250 employees, representing approximately 25 industries, are eligible, and the final list includes the top 300 entities nationally.

The ranking methodology is based on a two-component recommendation measure, combining the assessment of one's own employer with opinions about other entities in the industry. The direct indicator measures the readiness to recommend your own organization (on a scale of 0-10), which is a measure of employee trust and loyalty. The indirect indicator includes ratings of competing companies, which allows to take into account the market context and balances the internal perspective. Each organisation is given a score on a scale of 0-100 points, after verifying the consistency of the surveys and the eligibility of the entities.

#### **4. Research results**

More and more companies around the world are treating diversity, equality and inclusion as an important part of their strategy, not just in the area of personnel management. These practices are becoming a key component of organizational culture and the way of building the image of a responsible employer. By referring to examples of companies that consistently and transparently implement DEI activities, it allows us to understand how diversity can support innovation, employee engagement and sustainable development of the organization.

To identify ways of informing the public and defining good practices for managing diversity and equality, it was decided to analyse in detail the information of the first 10 companies indicated in the ranking.

##### **Adidas**

Adidas operates more than 30 Employee Resource Groups around the world. These are voluntary initiatives created by employees themselves that help build a sense of belonging and community within the company. These groups cover different areas such as ethnicity, gender, sexual orientation (LGBTQIA+), generational differences, religion, disability or mental health. Any employee can join them, regardless of their position.

The company also invests in diversity and inclusion (DEI) education and training. Employees receive materials for self-education, and managers undergo mandatory training in counteracting discrimination and harassment. As a result, the organization strengthens the culture of respect and understanding in the workplace. An important element of these activities

is the "Leadership with Inclusiveness" program, addressed to the management staff. It consists of three stages – self-assessment, coaching and mutual learning, and the aim is to help leaders develop competencies in managing diverse teams and promote equality in practice.

As part of its efforts to promote gender equality, the company assumes that by 2033, women will occupy half of management positions. In 2023, they already accounted for 40% of executives globally, 48% at middle and lower management levels, and 52% among those starting their careers in the company. To achieve full balance, the company runs mentoring and development programs that help women advance to higher positions.

The company is also committed to fighting racism and promoting racial equality. The company runs programs that help increase the representation of underrepresented workers, especially in the U.S. In 2020, the "United Against Racism" initiative was launched, which aims to support social justice and diversity. As part of the program, Adidas has pledged to invest \$120 million in anti-racism efforts and to award 55 scholarships annually to Black and Hispanic students, and to have at least 30% of new positions in the U.S. include people from these communities.

The presented DEI strategy shows that the company treats diversity as the foundation of organizational culture and the key to creating a work environment in which everyone can feel respected, supported and have equal opportunities for development.

## **Intel**

Intel's equality and diversity policy is systemic and transparent. The company publishes measurable goals, representation data, and a description of programs to support underrepresented groups as part of the global Inclusion at Intel initiative, which is based on gender equality, accessibility, and an extensive network of Employee Resource Groups (ERG) to support the inclusion and development of talent from diverse backgrounds. The "Inclusion at Intel" website showcases more than 250 employee groups, such as ERG Pride, Women at Intel Network, Disability & Accessibility Network, and NextGen, which enable the exchange of experiences, mentoring and community building. Intel reaffirms its commitment to diversity by joining the Diversity Charter, pledging to combat discrimination and foster a culture of equality in the workplace.

The company consistently develops a strategy for the inclusion of people with disabilities, creating a work environment based on accessibility, equality and respect. Her work is regularly recognized by industry organizations e.g. the American Association of People with Disabilities (AAPD) and Disability:IN, which give Intel top marks for implementing accessibility and inclusivity standards. In 2025, the company achieved the maximum score of 100 points in the Disability Equality Index for the ninth time in a row, receiving the title of one of the best workplaces for people with disabilities. The company has set a goal for 10% of its total workforce to be employees who self-identify as having disabilities, using this metric as a key

measure of the effectiveness of DEI efforts. Intel combines an inclusive approach with technological innovation, developing solutions that increase digital accessibility, including products and tools to support people with functional limitations, and making its own processes, training, and workspaces accessible.

The company's organizational culture is based on the belief that diverse employee perspectives and experiences are a source of innovation and competitive advantage. By supporting the development of ERGs and promoting the principles of equal treatment, Intel is building an environment where every employee can fully participate in the life of the company, contributing to the creation of technologies that benefit all users – without barriers or exclusions.

## **Hilton**

Hilton considers diversity, equity and inclusion as an integral part of its business strategy and human resource management. The company regularly sets representative goals for gender and ethnicity diversity, linking their implementation to the leaders' compensation system. This solution incorporates DEI accountability into the management structure, creating a cycle that includes declarations, actions, measurement of indicators and adjustments, which strengthens the credibility of the employer brand and the operational efficiency of hotels on a global scale. Progress on commitments is published as part of the Travel with Purpose strategy, which includes annual reports and data on progress on equality and inclusion.

An important part of Hilton's organizational culture is Team Member Resource Groups, which support building a community of employees with diverse identities, experiences, and perspectives. These groups create a space for mentoring, exchange of experiences and development of leadership competencies, and their activities are supported by senior leaders, which is conducive to shaping a culture of openness and cooperation.

An important area of DEI Hilton's activities is the employment of people with disabilities, implemented through a long-term partnership with the Project SEARCH program. The initiative combines vocational training, on-the-job support and sustainable employment, providing an example of the effective integration of people with disabilities in the hospitality industry. The effectiveness of its efforts in this area is confirmed by Hilton's achievement of a maximum score of 100/100 in the Disability Equality Index in subsequent years, which strengthens the company's reputation and facilitates the implementation of uniform accessibility standards in different regions of the world.

Hilton brings global DEI standards to local markets through research on employment barriers and awareness campaigns on diversity and accessibility. This approach confirms that the successful implementation of the DEI strategy in an industry with a high degree of multiculturalism requires flexibility and adaptation to the cultural and legal context of individual countries. External accolades, such as high rankings in DiversityInc rankings and

a place in the Hall of Fame, are independent confirmation of the effectiveness of Hilton's diversity and equity management strategy. The company has consistently strengthened its position among global leaders in sustainable leadership, combining DEI goals with business development, innovation, and social responsibility.

## **Microsoft**

Microsoft has consistently developed a culture of diversity, equity, and inclusion for more than a decade, making it a key component of its leadership, innovation, and social responsibility strategy. The company publishes the Global Diversity & Inclusion Report every year, in which it presents detailed data on the representation of women and minority groups, employment levels and turnover, and pay equity. Transparent reporting allows you to track progress and account for goals in an open and reliable way. Over the years, Microsoft has steadily increased the representation of women and people from underrepresented groups, especially at the leadership and partner levels. Such transparency underscores a responsible approach to managing technological transformation, considering DEI aspects.

Microsoft's organizational culture is based on nine global employee groups that support the growth and belonging of employees with different identities. These include Women at Microsoft, GLEAM (LGBTQIA+ community), BAM (Black & African American), HOLA (Hispanic/Latinx), Indigenous, Disability, Military, Asians and Families. These groups operate on a global and local level, organising mentoring, workshops, educational and advisory initiatives. They also co-create human resources management policies and career development programs, which strengthens the coherence and inclusiveness of internal processes.

One of the most important pillars of Microsoft's DEI activities is the concept of Inclusive Design – designing products and technologies so that they are accessible and intuitive to the widest possible range of users. To this end, the company has created an internal platform with design guidelines, components and courses such as Introduction to Inclusive Design & Accessibility, which help design teams implement accessibility principles from the product concept stage.

The report released by the company for 2024 confirms that gender pay equality is maintained and the median wage gap is further narrowing. These actions demonstrate that Microsoft combines an ethos of equality with a practical, systemic approach to managing human capital and designing innovation in a truly inclusive way.

## **Google**

Google operates an extensive diversity, equity, and inclusion management system, based on its Diversity Annual Report and the "Belonging" platform. The platform organizes the company's activities in three areas: the workplace, technology, and social partnerships, with all initiatives focusing on belonging and designing products with all users in mind. The 2024 report

shows continued investment in inclusive teams, the development of accessibility features in products, and educational and social programs that support underrepresented and excluded groups.

In the area of organizational culture, Google is working to increase the participation of leaders from underrepresented groups, including the African or African American community. To support the development of these leaders, the company has established special teams and people responsible for talent development. The reports document the actions taken, implementation tools and effects in the development of inclusive leadership.

Google advances accessibility technologies by combining research and development with user education. Examples include the Accessibility Discovery Centres in London, Dublin, Zurich and Dubai, where designers, engineers and communities of people with disabilities collaborate on new solutions.

Another area of activity is diversity in the supply chain. Google plans to increase spending at companies belonging to underrepresented groups to \$2.5 billion and expand the program outside the US. At the same time, the company publishes the principles of supplier responsibility and reports on the results of these activities, which shows its social and economic impact.

## **Decathlon**

Decathlon combines diversity, equality and inclusion (DEI) with its mission "Move people through the wonders of sport". This means that the company strives to make sport and work at Decathlon accessible to everyone – regardless of age, gender, background or ability. In 2024, a global DEI strategy was introduced, based on four main goals:

1. create teams that reflect the diversity of society,
2. ensure equal opportunities in professional development,
3. build a work culture based on respect and openness,
4. design products and services that are accessible to all users.

The actions taken are part of a public sustainability report, so you can verify how the company is achieving its goals. In its 2024 documents, Decathlon shows that values such as caring and inclusion are embedded in everyday work culture. As many as 89-92% of employees declare pride in working in the company, which shows that they feel good and appreciated in it.

Decathlon also develops several initiatives to support different groups of employees. These include the Women in Tech program – supporting women in the tech industry, Cross-Culturalism – language and intercultural training, and Smart Working – a program teaching effective remote work. Through these initiatives, teams learn to collaborate, trust each other, and be open to different perspectives.

The company has earned the international EDGE (Equity, Diversity & Gender Equality) certificate, which confirms that it cares about equal pay, promotions and leadership development. The audit covered as many as 80% of the world's employees and helped determine where further improvements could be made. In addition, the Global Maturity Index DEI was created – a tool for comparing progress between countries. Its idea refers to sports competition – it is to motivate teams to further improve.

Decathlon has also been supporting people with disabilities for years. The company cooperates with sports clubs for people with disabilities, introduces workplace facilities (e.g. ergonomic workstations, assistants, sign language interpreters) and signs contracts at the national level that help in employing such people. An important element is also educational campaigns, e.g. "Live My Life" (role swap for one day) or sports tournaments on wheelchairs – thanks to which employees better understand the needs of others and learn empathy.

## **Deichmann**

Deichmann pursues the "DEICHMANN for all" strategy. This means that the company strives to ensure that everyone – regardless of age, background, fitness or social background – feels treated with respect and has equal opportunities. These values are combined with the company's mission "the company must serve people" and with ads that show a variety of characters so that more people can identify with them.

Within the organization, Deichmann regularly surveys employee feedback (so-called pulse survey) and conducts training for managers on how to better manage diverse teams. The company supports women in technical industries through initiatives such as "Bündnis für Frauen in MINT-Berufen" and the internal "empower" network, which help develop leadership and equal career opportunities. The "Chancengeber" program gives employment opportunities to people with an unusual career path, e.g. after a break from work or a change of industry, which helps them start their career in sales.

Inclusivity can also be seen in advertising campaigns – Deichmann deliberately shows people of different ages, backgrounds and levels of fitness, so that everyone can find themselves in them. The company strongly opposes hate speech against customers and employees.

Deichmann is also involved in charity work. The Deichmann Foundation supports around 200 projects per year – e.g. in Germany, Tanzania and Madagascar – focusing on education and social inclusion. This is part of a broader approach of the company, which puts people at the center of its operations and reputation as a responsible employer.

## **Nike**

Nike publishes data on its activities as part of the Impact Resources platform and annual Impact Reports. There you can find information about the number of workers from different groups, about pay equality between women and men around the world, and between white

people and minorities in the US. In 2021, the company confirmed full gender pay equality and an increase in the number of women and minority people in management positions.

The company has Employee Resource Groups – support groups that help build a sense of belonging and support professional development. Nike also partners with external organizations, such as TAAF (The Asian American Foundation), and organizes events aimed at educating future leaders in supporting a culture of diversity.

The company also develops products that are accessible to everyone. One of the developed product lines allows you to put on shoes hands-free. The company promoted such a solution during the Disability:IN conference, where it was awarded for inclusive marketing in 2025. The Enabling Accessibility program supports the creation of accessible and ergonomic workplaces for people with disabilities.

Reports released by the company for 2023 indicate that Nike exceeded targets for racial and ethnic diversity among American employees, including in executive positions. However, the low number of women on the boards of partner companies remains a challenge – the organization is responding to this by introducing gender equality analysis tools and women's development programs.

The company also invests in communities, with \$140 million in funding for the Black Community Commitment program since 2020 and additionally supports Historically Black Colleges and Universities and Hispanic-Serving Institutions, allocating \$10 million over five years to educational and athletic projects. In this way, Nike combines DEI activities with community and education development.

## **Samsung**

Samsung has a diversity, equity, and inclusion strategy that aims to create a work environment based on equal opportunities, mutual respect, and a sense of belonging. The company emphasizes that diverse teams are a source of innovation. As part of this strategy, it is developing the Women at Samsung program, activities supporting people with disabilities and intergenerational initiatives.

Between 2023 and 2024, Samsung established the DEI Council and developed the ERG network around the world. Currently, there are 43 groups that bring together about 6600 employees. These groups organize mentoring, volunteering, and training, helping employees grow professionally and build relationships.

As part of inclusive employment, Samsung runs the "Stellar Forest" program, which creates jobs for people with intellectual disabilities. At the end of 2024, it employed 301 people and expanded its operations. The company also runs an internship program for graduates from this group.

Samsung is also developing technologies that are accessible to everyone. As part of the "Samsung Inclusive Essentials" philosophy, awarded IDEA Gold 2025, it designs devices and interfaces to be easy to use – through various forms of information: touch, color, sound and shape. One UI 8 features to support people with hearing problems, such real-time call captions, keyboard translations, and a mode developed in collaboration with users with hearing loss.

Samsung's entire DEI strategy is based on three main pillars:

1. Governance and Data – DEI Council, policies and goals to 2030.
2. Inclusive employment – Stellar forest program and ERG networks.
3. Inclusive products – UI development and device design for all.

This approach allows Samsung to measure the effects of its actions, show their impact and build an image of a company that truly cares about equality, diversity and accessibility – both for employees and users of its products.

## **CD PROJEKT**

CD PROJEKT has been pursuing a diversity policy since 2018 and has signed the Diversity Charter under the auspices of the European Commission. The company is committed to prohibiting discrimination, promoting equal treatment, and engaging both employees and partners in diversity and inclusion efforts. In its reports, the company emphasizes that diversity and an inclusive work culture support creativity and innovation, which are key in game development.

In practice, CD PROJEKT introduces solutions that combine employee well-being with equal opportunities. One example is paid menstrual leave, for which the company received a distinction from 30% Club Poland. CD PROJEKT also runs programs to support the development of women in the gaming industry, such as "Girls in the Game!" – workshops and mentoring for girls who want to start a career in gamedev. Since 2020, more than 3.5 thousand people have applied for the program, and many participants continue their professional development in projects and studios, which helps build a new generation of talent in the industry.

The company is also one of the first Polish entities to apply the principle of double materiality, i.e. the analysis of the impact of its activities on society and the environment and the impact of these factors on the company.

In 2024, there were critical opinions in the media about DEI's activities in the gaming industry, but CD PROJEKT publicly defended its practices, emphasizing that diversity and inclusion are crucial for the quality of the games created and the development of talent.

CD PROJEKT has consistently combined its approach to DEI with its mission to "create revolutionary games for gamers around the world". The company shows that diverse teams and a safe, supportive work environment are not only social values, but also the foundation of creative and business success.

## Comparative analysis

The analyzed descriptions of the companies allowed to identify key directions of action in the field of diversity, equality and inclusion. To systematize this information, the following comparison table has been prepared, which compares the approach of individual companies to selected areas of DEI policy.

Table 2 presents a comparison of Diversity, equity and inclusion activities in ten global companies across different industries. The comparison covers seven key DEI policy areas:

1. Gender equality – initiatives related to the representation of women in management, equal pay and mentoring programs.
2. Disability approach – employment programs, accessibility of products and jobs, and mental health activities.
3. Racial and ethnic diversity – initiatives to support minorities, counteract discrimination and invest in communities.
4. LGBTQIA+ and sexual orientation – equality policies, employee groups and actions for the acceptance of diverse identities.
5. Generational/age diversity – activities supporting cooperation between generations and the development of employees of different ages.

**Table 2.**  
*10 companies from the Best Employers ranking*

Company	Equality between women and men	Approach to disability	Racial and ethnic diversity	LGBTQIA+ and sexual orientation	Generational / Age Diversity
<b>Adidas</b>	50% of women in management by 2033; mentoring programs.	Disability and mental health support groups.	The "United Against Racism" program, \$120 million in investments, scholarships.	LGBTQIA+ groups in ERG.	ERG covering generational differences.
<b>Intel</b>	Gender representation goals; transparent reporting.	100/100 in the Disability Equality Index; target of 10% of employees with disabilities.	Counteracting discrimination; Diversity Charter.	ERG comes along; support for the LGBTQ+ community.	ERG NextGen – generational diversity.
<b>Hilton</b>	Gender goals related to leaders' salary.	Project SEARCH – integration of people with disabilities; 100/100 DEI Index.	Global and local actions on ethnic diversity.	Not disclosed	Not disclosed
<b>Microsoft</b>	Equal pay; increase in the participation of women in management.	Disability ERG Group; accessibility technologies.	Communities BAM, HOLA, Indigenous.	GLEAM – the global LGBTQIA+ community.	ERG Military and Families covering different generations.

Cont. table 2.

<b>Google</b>	Goals to increase the participation of women in management.	Accessibility Discovery Centres; development of accessibility features.	Development of leaders from African American and Hispanic groups.	Not disclosed	Not disclosed
<b>Decathlon</b>	EDGE Certificate; "Women in Tech" program.	Facilities, sign interpreters, cooperation with sports for people with disabilities.	Cross-Culturalism – intercultural training.	Not disclosed	Programs supporting different generations; Smart Working.
<b>Deichmann</b>	"empower" network; initiatives for women.	"Chancengeber" program; inclusive workplaces.	Campaigns with people of different cultures and backgrounds.	Not disclosed	Not disclosed
<b>Nike</b>	Equal pay for women and men; development of women in management.	"Enabling Accessibility" program; hands-free products.	Black Community Commitment	ERGs supporting LGBTQ+; inclusive marketing.	Not disclosed
<b>Samsung</b>	"Women at Samsung" program; An equal promotion.	"Stellar Forest" – employing people with intellectual disabilities.	Cultural diversity; global activities.	Not disclosed	Intergenerational initiatives in ERG.
<b>CD PROJECT</b>	"Girls in the Game!"; menstrual leave.	Wellbeing support; safe working environment.	Anti-discrimination policy; Diversity Charter.	Not disclosed	Not disclosed

Source: Own study.

An analysis of activities in ten international companies shows approach to diversity, equity and inclusion. All analyzed organizations include at least some of the DEI areas in their strategies, but they differ in the scope of implementations, priorities and the way progress is reported.

The most common element of DEI policy is gender equality – each of the companies conducts initiatives to promote gender balance in organizational structures, including through mentoring programs, training or setting representative goals. In the area of disability, there is clear efforts to create more accessible jobs, develop technological solutions that support accessibility and work with external organizations.

Racial and ethnic diversity and support for the LGBTQIA+ community are strongly emphasized in companies with a global reach, especially in technology companies and corporations with an international workforce. In European companies, especially in the trade and manufacturing sectors, these activities often focus on cultural and social inclusion and the promotion of equal access to professional development.

The area of generational diversity and age management is relatively less developed – it appears mainly in the context of mentoring programs or flexible forms of work.

## 5. Literature discussion and summary

Diversity, equity, and inclusion (DEI) is becoming a key element of organizational strategies and building an employer's image. Companies that present specific actions and measurable effects – such as data, reports, development programs or employee opinions – gain in attractiveness, loyalty and employee satisfaction. The visibility of DEI initiatives on social media is conducive to attracting talent, but the lack of consistency between message and practice generates reputational risk, so the consistency of communication with real activities is crucial.

The conducted original research confirms the conclusions presented in the literature, according to which diversity, equity, and inclusion are becoming an important element of contemporary organizational strategies, although the scope and degree of implementation of specific DEI areas remain diversified (Shore et al., 2011; Roberson, 2006). All analyzed companies take into account at least selected elements of DEI, which is consistent with previous studies indicating growing institutional, social, and market pressure in this area (Cox, 1993).

The most developed area of DEI policies in the examined companies is gender equality. This result confirms the findings of Eagly and Carli (2007), who indicate that initiatives aimed at gender balance are most often the first and most systematically implemented element of diversity strategies. In the studied organizations, activities such as mentoring programs, training, or setting representation targets were most frequently observed, which aligns with the recommendations of human resource management literature emphasizing the importance of formal mechanisms supporting the advancement of women within organizational structures (Kossek et al., 2006). At the same time, it is increasingly emphasized that excessive reliance on such instruments may be insufficient, as development programs alone do not automatically lead to lasting structural change or to the elimination of barriers to women's advancement (Kossek et al., 2006). Therefore, although initiatives such as mentoring or representation targets are common, they require support through deeper, systemic changes in the organization in order to effectively translate into gender balance at all levels of the structure.

In the area of disability, the companies studied mainly focus on increasing workplace accessibility, implementing technological solutions, and cooperating with external organizations. This direction of action is consistent with the results of Schur, Kruse, and Blanck (2005), who indicate that organizational culture and infrastructural and technological accessibility are key factors facilitating the employment of people with disabilities.

At the same time, Santuzzi et al. (2014) emphasize that these activities are often fragmented. Although the literature points to the necessity of a comprehensive approach, including both infrastructure accessibility and changes in managerial attitudes, the companies examined in practice focus primarily on technical solutions and formal policies. As a result, the inclusion of people with disabilities is often reactive rather than strategic, which is confirmed by previous

studies indicating the persistence of so-called “hidden barriers” in the workplace environment (Gąciarz, Bartkowski, 2014).

Racial and ethnic diversity, as well as support for LGBTQIA+ communities, are more prominently emphasized in globally operating companies, especially in the technology sector. These results are consistent with the research of Badgett et al. (2013), which indicates that international corporations more often implement comprehensive anti-discrimination policies and support programs for LGBTQIA+ employees, perceiving them as an element of building competitive advantage and employer attractiveness. Ragins (2008) also emphasizes that the existence of formal equality policies contributes to the creation of a safe organizational climate, which is reflected in the practices analyzed.

The least developed area of DEI policies in the examined companies remains age diversity and generational management. Actions in this area are mainly limited to mentoring programs and flexible forms of work. This result is consistent with the findings of Kunze, Boehm, and Bruch (2011), who indicate that age management rarely has a strategic character and most often functions as a complementary element to other HR initiatives. Similar conclusions are drawn by Truxillo et al. (2015), emphasizing that an approach based on the employee life-cycle perspective is still not widely implemented in organizations.

Organizations that combine DEI strategy with business goals, integrate it into management processes and transparently report on progress, build a more durable and credible image. The analysis of companies included in the *Forbes Best Employers Poland 2025 ranking* made it possible to identify common patterns of effective practices. Most often, these include:

1. Governance and accountability – setting goals, creating policies, regular reporting and external audits to monitor progress.
2. Communities and employee development – creating support groups and mentoring networks to foster development and exchange of experiences.
3. DEI in products and ecosystem – embedding accessibility and inclusivity in designs, products, and supply chains, and fostering supplier diversity.
4. Consistency of communication – every public message should be supported by data, reports or examples of actions, which avoids the phenomenon of "diversity washing".

The identified practices are in line with global employer branding trends and confirm that diversity management is a key factor in building organizational reputation. All surveyed organizations implement elements of DEI policy, but the degree of their development and formalization varies depending on the industry, region and size of the company. Gender equality is the most developed area in the organization's publications, while the least is generational diversity and LGBTQIA+ orientation.

Increasingly, companies perceive DEI not only as an image element, but as a factor influencing organizational culture, employee retention, and innovation. In the longer term, we can expect to deepen activities in areas that have so far been less exposed – especially in the field of age diversity, inclusive design and cross-sectoral cooperation.

A limitation of the study is that the analysis is based on public data, which does not allow for a full assessment of the maturity of DEI practices – especially in terms of internal HR processes, recruitment and employee performance. In the future, it is worth the analysis with internal data and monitoring the evolution of DEI indicators in terms of industry and locality.

Although the own research results confirm many aspects presented in the literature, the analysis also reveals inconsistencies that indicate the limited maturity of DEI strategies in the organizations studied. The literature emphasizes that the effectiveness of DEI policies depends not only on their formal existence but primarily on the degree of integration with key management processes and on systematic evaluation of results (Roberson, 2006; Shore et al., 2011). Meanwhile, in the companies examined, these actions may be declarative and fragmented, and progress reporting focuses mainly on selected quantitative indicators.

In conclusion, effectively building an employer's image through DEI requires consistency, courage and authenticity. Organizations that see diversity as an integral part of their identity and strategy not only attract talent but also strengthen their reputation and social impact. In the age of digital communication, the most valuable value is credibility based on facts – programs, training, partnerships and progress indicators. DEI, understood in this way, is becoming one of the pillars of the long-term success of modern employers.

## References

1. Adidas Group. *Diversity, equity and inclusion (Annual report 2023 – Our people)*. Retrieved from: <https://report.adidas-group.com/2023/en/group-management-report-our-company/our-people/diversity-equity-and-inclusion.html>, 02.11.2025.
2. Adidas Group. *ESRS S1 – Own workforce: Impact, risk and opportunity management*. Retrieved from: <https://report.adidas-group.com/2024/en/group-management-report-sustainability-statement/esrs-s1-own-workforce/impact-risk-and-opportunity-management.html>, 02.11.2025.
3. Adidas Group. *Inclusion & culture*. Retrieved from: <https://www.adidas-group.com/en/people-and-culture/inclusion-and-culture>, 02.11.2025.
4. Adidas. *Inside 3 Stripes*. LinkedIn. Retrieved from: [https://www.linkedin.com/posts/adidas\\_inside3stripes-activity-7251878618497253376-mJYb](https://www.linkedin.com/posts/adidas_inside3stripes-activity-7251878618497253376-mJYb), 02.11.2025.
5. Aggerholm, H.K., Andersen, S.E., Thomsen, C. (2011). Conceptualising employer branding in a CSR perspective. *Corporate Communications: An International Journal*, 16(2), 105-123.
6. Ambler, T., Barrow, S. (1996). The employer brand. *Journal of Brand Management*, 4(3), 185-206.

7. Aquino, S. (2024, May 7). Intel accessibility leader Darryl Adams talks disability inclusion in new interview. *Forbes*. Retrieved from <https://www.forbes.com/sites/stevenaquino/2024/05/07/intel-accessibility-leader-darryl-adams-talks-disability-inclusion-in-new-interview/>, 02.11.2025.
8. Backhaus, K., Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501-517.
9. Badgett, M.V.L., Durso, L.E., Mallory, C., Kastanis, A. (2013). *The business impact of LGBT-supportive workplace policies*. UCLA School of Law, Williams Institute.
10. Barney, J.B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
11. CD PROJEKT RED. *Diversity & inclusion — studio culture*. Retrieved from: <https://www.cdprojektred.com/en/diversity>, 02.11.2025.
12. CD PROJEKT. (2018). *Diversity policy*. Retrieved from: <https://www.cdprojekt.com/en/wp-content/uploads-en/2019/01/cd-projekt-diversity-policy.pdf>, 02.11.2025.
13. CD PROJEKT. *Diversity and inclusion*. Retrieved from: <https://www.cdprojekt.com/en/esg/social-responsibility/diversity-and-inclusion>, 02.11.2025.
14. CD PROJEKT. *Management Board report on CD PROJEKT Group activities in 2024 (PDF)*. Retrieved from: <https://www.cdprojekt.com/en/wp-content/uploads-en/2025/03/management-board-report-on-cd-projekt-group-activities-in-2024.pdf>, 02.11.2025.
15. Cox, T. (1993). *Cultural diversity in organizations: Theory, research, and practice*. Berrett-Koehler Publishers.
16. Decathlon Digital. *Diversity, equity & inclusion – initiatives*. Retrieved from: <https://digital.decathlon.net/diversity-equity-inclusion>, 02.11.2025.
17. Decathlon Digital. *Diversity, equity & inclusion*. Retrieved from: <https://digital.decathlon.net/diversity-equity-inclusion>, 02.11.2025.
18. Decathlon Group. *Group performance 2024 [Press file]*. Retrieved from: <https://www.decathlon-united.media/pressfiles/decathlon-group-2024-performance>, 02.11.2025.
19. Decathlon. (2025). *Environment, Social, Governance year*. Retrieved from: <https://sustainability.decathlon.com/decathlons-esg-environment-social-governance-year>, 02.11.2025.
20. Decathlon. *Annual sustainable development reports*. Retrieved from: <https://sustainability.decathlon.com/decathlon-annual-sustainable-development-reports>, 02.11.2025.
21. Decathlon. *Diversity & inclusion – Sustainability hub*. Retrieved from: <https://sustainability.decathlon.com/diversity-and-inclusion>, 02.11.2025.
22. Deichmann. *Diversity - Deichmann for all*. Retrieved from: <https://corpsite.deichmann.com/en-DE/our-business/diversity>, 02.11.2025.

23. Deichmann. *Environment and sustainability*. Retrieved from: <https://corpsite.deichmann.com/en-GB/our-business/environement-sustainability>, 02.11.2025.
24. Deichmann. *Pracownicy – filozofia firmy (PL)*. Retrieved from: <https://corpsite.deichmann.com/pl-PL/filozofia-firmy/pracownicy>, 02.11.2025.
25. Deichmann. *Social responsibility*. Retrieved from <https://corpsite.deichmann.com/en-DE/our-values/social-responsibility>, 02.11.2025.
26. Deloitte. (2021). *The equity imperative: The need to accelerate progress on diversity, equity, and inclusion*. Deloitte Insights.
27. Eagly, A.H., Carli, L.L. (2007). *Through the labyrinth: The truth about how women become leaders*. Harvard Business School Press.
28. Ferdman, B.M., Deane, B.R. (Eds.) (2014). *Diversity at work: The practice of inclusion*. Jossey-Bass/Wiley.
29. Forbes Polska. *Najlepsi pracodawcy w Polsce 2024*. Retrieved from: <https://www.forbes.pl/najlepsi-pracodawcy/2024>, 02.11.2025.
30. Gąciarz, B., Bartkowski, J. (2014). Położenie społeczno-ekonomiczne niepełnosprawnych w Polsce na tle sytuacji osób niepełnosprawnych w krajach Unii Europejskiej. *Niepełnosprawność – zagadnienia, problemy, rozwiązania*.
31. Gadomska-Lila, K. (2013). Budowanie wizerunku pracodawcy a sprawność zarządzania zasobami ludzkimi. *Edukacja Ekonomistów i Menedżerów*, 30(4), 57-67.
32. Glassdoor (2020). *Diversity & inclusion workplace survey*. Glassdoor Economic Research.
33. Google. *Belonging: Building together for everyone*. Retrieved from: <https://belonging.google/>, 02.11.2025.
34. Google. *Company reports hub*. Retrieved from: <https://about.google/company-info/reports/>, 02.11.2025.
35. Google. *Disability innovation*. Retrieved from: <https://belonging.google/disability-innovation/diversity.com>, 02.11.2025.
36. Google. *Diversity annual report 2024*. Retrieved from: <https://belonging.google/diversity-annual-report/2024/>, 02.11.2025.
37. Google. *Our commitments to racial equity*. Retrieved from: <https://blog.google/inside-google/company-announcements/commitments-racial-equity/>, 02.11.2025.
38. *Google's DEI shift: Compliance necessity or strategic move?* Retrieved from: <https://diversity.com/post/google-dei-policy-change-2025>, 02.11.2025.
39. Grzesiuk, K. (2023). Korzyści płynące z wizerunku odpowiedzialnego pracodawcy na poziomie organizacji oraz postaw i zachowań jej pracowników. *Marketing i Rynek*, 7, 27-34.
40. Hanu, C., Amegbe, H., Mensah, P. (2021). Your future employer: Employer branding, reputation, and social media. *African Journal of Inter/Multidisciplinary Studies*, 3(1), 1-18.
41. Hilton Careers. *Diversity*. Retrieved from: <https://jobs.hilton.com/diversity>, 02.11.2025.

42. Hilton Careers. *Hilton achieved a 100 score on the Disability Equality Index Facebook*. Retrieved from: <https://www.facebook.com/hiltoncareers/posts/we-are-proud-to-announce-that-hilton-has-achieved-a-100-score-on-the-american-as/910768671092809/>, 02.11.2025.
43. Hilton Careers. *Inclusion & culture (US)*. Retrieved from: <https://jobs.hilton.com/us/en/inclusion-culture>, 02.11.2025.
44. Hilton EMEA. *Future workplace: Millennials & Gen Z*. Retrieved from: <https://stories.hilton.com/emea/releases/future-workplace-millennials-gen-z>, 02.11.2025.
45. Hilton EMEA. *Lack of workplace role models keeps people with learning disabilities out of work*. Retrieved from: <https://stories.hilton.com/emea/releases/lack-of-workplace-role-models-keeps-people-with-learning-disabilities-out-of-work>, 02.11.2025.
46. Hilton EMEA. *Nearly 9 in 10 adults with learning disabilities struggle to find employment—Hilton study in the UK*. Retrieved from: <https://stories.hilton.com/emea/releases/nearly-9-in-10-adults-with-learning-disabilities-struggle-to-find-employment-reveals-hilton-study-in-the-uk>, 02.11.2025.
47. Hilton. *Q&A: Hilton's new diversity & inclusion commitments*. Retrieved from: <https://stories.hilton.com/hilton-culture/qa-hilton-new-diversity-inclusion-commitments>, 02.11.2025.
48. Hilton. *Travel with Purpose report 2024 (PDF)*. Retrieved from: <https://travelwithpurpose.hilton.com/wp-content/uploads/sites/4/2025/06/2024Report.pdf>, 02.11.2025.
49. Intel Corporation. *Inclusion at Intel*. Retrieved from: <https://www.intel.com/content/www/us/en/inclusion/inclusion-at-intel.html>, 02.11.2025.
50. Kopeć, J. (2016). Dylematy zarządzania różnorodnością pracowniczą. *Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu*, 430, 176-184.
51. Kossek, E., Lobel, S., Brown, J. (2006). *Human resource strategies to manage workforce diversity: Examining "the business case"*.
52. Kunze, F., Boehm, S.A., Bruch, H. (2010). Age diversity, age discrimination climate and performance consequences—A cross organizational study. *Journal of Organizational Behavior*, 32(2), 264-290.
53. Lievens, F., Van Hove, G., Anseel, F. (2007). Organizational identity and employer image: Towards a unifying framework. *British Journal of Management*, 18(S1), S45-S59.
54. Matuszewska-Kubicz, A. (2020). *Marka korporacyjna a marka pracodawcy w obliczu zmian na rynku pracy*. Wydawnictwo Uniwersytetu Łódzkiego.
55. McKinsey & Company (2020). *Diversity wins: How inclusion matters*. McKinsey Global Institute.
56. Microsoft Source EMEA. *Inclusion – news hub*. Retrieved from: <https://news.microsoft.com/source/emea/tag/inclusion/>, 02.11.2025.

57. Microsoft (2025, June 28). *MicrosoftLife/MicrosoftCareersEMEA*. [Post]. LinkedIn. Retrieved from: [https://www.linkedin.com/posts/microsoft\\_microsoftlife-microsoft-careersemea-activity-7338852622554042369-INIV/](https://www.linkedin.com/posts/microsoft_microsoftlife-microsoft-careersemea-activity-7338852622554042369-INIV/), 02.11.2025.
58. Microsoft (2025, June 4). *Join us as we honor Pride*. [Post]. LinkedIn. Retrieved from: [https://www.linkedin.com/posts/microsoft\\_join-us-as-we-honor-pride-and-the-strength-activity-7336429145700126720-Cmkp/](https://www.linkedin.com/posts/microsoft_join-us-as-we-honor-pride-and-the-strength-activity-7336429145700126720-Cmkp/), 02.11.2025.
59. Microsoft. *2024 Global Diversity & Inclusion report (PDF)*. Retrieved from: [https://cdn-dynmedia-1.microsoft.com/is/content/microsoftcorp/microsoft/dni/documents/presentations/microsoftcorp\\_gdi\\_report\\_2024\\_final.pdf](https://cdn-dynmedia-1.microsoft.com/is/content/microsoftcorp/microsoft/dni/documents/presentations/microsoftcorp_gdi_report_2024_final.pdf), 02.11.2025.
60. Microsoft. *Global Diversity & Inclusion*. Retrieved from: <https://www.microsoft.com/en-us/diversity/default>, 02.11.2025.
61. Microsoft. *Microsoft's 2024 Global Diversity & Inclusion report: Our most global, transparent report yet*. Official Microsoft Blog. Retrieved from: <https://blogs.microsoft.com/blog/2024/10/23/microsofts-2024-global-diversity-inclusion-report-our-most-global-transparent-report-yet/>, 02.11.2025.
62. Microsoft. *What an amazing day at the Pride parade!* [Post]. LinkedIn. Retrieved from: [https://www.linkedin.com/posts/microsoft\\_what-an-amazing-day-at-the-pride-parade-activity-7201870860121513984-YwWJ/](https://www.linkedin.com/posts/microsoft_what-an-amazing-day-at-the-pride-parade-activity-7201870860121513984-YwWJ/), 02.11.2025.
63. Nike. *Diversity, equity & inclusion at Nike - focus area*. Retrieved from: <https://about.nike.com/en/mission/focus-areas/diversity-equity-inclusion-at-nike>, 02.11.2025.
64. Nike. *Enabling accessibility - workplace initiatives*. Retrieved from: <https://about.nike.com/en/mission/initiatives/enabling-accessibility>, 02.11.2025.
65. Nike. *FY21 representation and pay*. Retrieved from: <https://about.nike.com/en/resources/fy21-representation-and-pay>, 02.11.2025.
66. Nike. *Impact resources - reports hub*. Retrieved from: <https://about.nike.com/en/resources/reports>, 02.11.2025.
67. Parker, M. *Diversity annual report—commentary* [Post]. LinkedIn. Retrieved from: [https://www.linkedin.com/posts/melonieparker\\_diversity-annual-report-google-diversity-activity-7204518495408041985-FrWK/](https://www.linkedin.com/posts/melonieparker_diversity-annual-report-google-diversity-activity-7204518495408041985-FrWK/), 02.11.2025.
68. PWN (2015). Wizerunek. In: *Słownik języka polskiego PWN*. PWN, p. 1148.
69. Ragins, B.R. (2008). Disclosure disconnects: Antecedents and consequences of disclosing invisible stigmas across life domains. *Academy of Management Review*, 33(1), 194-215.
70. Reuters. *Google scraps diversity-based hiring targets*. Retrieved from: <https://www.reuters.com/technology/google-scraps-diversity-based-hiring-targets-wsj-reports-2025-02-05/>, 02.11.2025.
71. Roberson, Q.M. (2006). Disentangling the meanings of diversity and inclusion in organizations. *Group & Organization Management*, 31(2), 212-236.

72. Samsung Austin Semiconductor. *Diversity and inclusion — US Fab*. Retrieved from: <https://semiconductor.samsung.com/sas/work-with-us/diversity-and-inclusion/>, 02.11.2025.
73. Samsung Austin Semiconductor. *Samsung Austin Semiconductor launches Asian Plus employee resource group*. Retrieved from: <https://semiconductor.samsung.com/sas/local-news/samsung-austin-semiconductor-launches-asian-plus-employee-resource-group/>, 02.11.2025.
74. Samsung Electronics. *Diversity, equity, and inclusion — Global hub*. Retrieved from: <https://www.samsung.com/global/sustainability/people/diversity-inclusion/>, 02.11.2025.
75. Samsung Electronics. *Global DEI policy and status (popup document)*. Retrieved from: [https://www.samsung.com/global/sustainability/popup/popup\\_doc/AYUqr\\_uqDfcAIx](https://www.samsung.com/global/sustainability/popup/popup_doc/AYUqr_uqDfcAIx), 02.11.2025.
76. Samsung Electronics. *One UI — features (IN site)*. Retrieved from: <https://www.samsung.com/in/one-ui/features/>, 02.11.2025.
77. Samsung Newsroom Global. *Interview: Enhancing hearing accessibility in One UI 8 with Samsung Supporters*. Retrieved from: <https://news.samsung.com/global/interview-building-a-world-without-barriers-enhancing-hearing-accessibility-in-one-ui-8-with-samsung-supporters>, 02.11.2025.
78. Samsung US. *Belonging · Culture*. Retrieved from: <https://www.samsung.com/us/about-us/belonging-and-culture/>, 02.11.2025.
79. Santuzzi, A., Waltz, P., Finkelstein, L., Rupp, D. (2014). Invisible Disabilities: Unique Challenges for Employees and Organizations. *Industrial and Organizational Psychology*.
80. Schur, L., Kruse, D., Blanck, P. (2005). Corporate culture and the employment of persons with disabilities. *Behavioral Sciences & the Law*, 23(1), 3-20.
81. Shore, L.M., Randel, A.E., Chung, B.G., Dean, M.A., Holcombe Ehrhart, K., Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37(4), 1262-1289.
82. Socha, D., Magońska, A. (2020). Kształtowanie wizerunku pracodawcy w organizacji w aspekcie employer brandingu na przykładzie agencji rekrutacyjnych z branży IT we Wrocławiu: Analiza porównawcza. *Humanitas. Zarządzanie*, 21(4), 169-186.
83. Statista. *Poland's Best Employers 2025 – ranking*. Retrieved from: <https://rankings.statista.com/en/employers/rankings/best-employers-poland-2025/>, 02.11.2025.
84. Subbarao, N.V., Chhabra, B., Mishra, M. (2022). Social media usage behavior in job search: Implications for corporate image and employer branding. In: *Managing disruptions in business: Causes, conflicts, and control* (pp. 51-79).
85. Teneta, D. (Ed.) (2024). *Zarządzanie różnorodnością w organizacji – istota, znaczenie, wyzwania 2023*. Wydawnictwo Uniwersytetu Ekonomicznego we Wrocławiu.

86. Truxillo, D.M., Cadiz, D.M., Rineer, J.R., Zaniboni, S., Fraccaroli, F. (2012). A lifespan perspective on job design: Fitting the job and the worker to promote job satisfaction, engagement, and performance. *Organizational Psychology Review*, 2(4), 340-360.
87. Vieira, J., Gomes da Costa, C., Santos, V. (2024). Talent management and Generation Z: A systematic literature review through the lens of employer branding. *Administrative Sciences*, 14(3), 49.
88. Wiejak, B. (2021). Różnorodność jako wartość w employer brandingu na przykładzie komunikacji firm: Capgemini, IKEA, McDonald's i PZU. *Studenckie Prace Prawnicze, Administratywistyczne i Ekonomiczne*, 38, 2021.
89. Wiśniewska, S. (2015). Zarządzanie różnorodnością a wizerunek pracodawcy. *Zarządzanie. Teoria i Praktyka*, 3/13, 25-29.