Phoenix DEIB Maturity Index™ (2026)

Go from compliance to scalable

Introducing the Phoenix DEIB Maturity Index™

From Intent → Infrastructure → Impact
Most companies say they are inclusive.
Very few can prove it.

The Phoenix DEIB Maturity Index™ evaluates how deeply inclusion is embedded into the way an organization operates, decides, rewards, and grows talent

The 5 Levels of DEIB Maturity (2026)

Levels	DEIB status	Reference statement
1	COMPLIANT	We have DEI policies
2	VISIBLE	We celebrate diversity
3	STRUCTURED	We are building inclusive systems
4	EMBEDDED	Inclusion shapes decisions
5	SCALABLE	Belonging is our operating system

DEIB Level 1 COMPLIANT

"We have DEI policies"

- Policies exist
- Legal requirements met
- Minimal leadership involvement

Typical KPIs
- POSH training completion: **90–100%**
- Policy existence: **Yes/No**
- Reported incidents resolved within SLA: **%**

Brand Signal: DEIB = Risk Management

What's missing
- No outcome metrics
- No leadership accountability
- No tracking of representation, equity, or experience

DEIB Level2 VISIBLE

"We celebrate diversity"

- ERGs formed
- Celebration-led inclusion
- Hiring-focused diversity goals

Typical KPIs
- % women / diverse hires per year
- % women in total workforce
- ERG memberships (% employees in ERGs)
- Number of DEI campaigns / celebrations annually

Brand Signal: DEIB = Branding & Attraction

What's missing
- Power, pay, and progression data
- Retention by identity
- Manager capability metrics

DEIB Level3 STRUCTURED

◼ *"We are building inclusive systems"*

• Gender-neutral benefits
• Inclusive hiring practices
• Manager training programs

Typical KPIs
•Gender pay gap (% difference)
•Promotion rate parity (men vs women, majority vs minority)
•Inclusive benefits utilization (% uptake by target cohorts)
•Attrition rate by gender / life stage
•% managers trained on inclusive leadership

Brand Signal: DEIB **= HR Capability**

What's new here →
•Systems start replacing intent
•Data moves beyond hiring

DEIB Level4 EMBEDDED

"Inclusion shapes decisions"

- Inclusion tied to leadership KPIs
- Pay equity & promotion audits
- Bias-checked talent systems

Typical KPIs
- Pay equity variance within roles (≤2–3%)
- Leadership diversity at each level (% women / underrepresented groups in L2, L3)
- Promotion velocity by identity (time-to-next-role)
- Inclusion score in engagement surveys
- % leaders with DEIB goals in performance scorecards
- Speak-up index (comfort raising dissent)

Brand Signal: DEIB = Leadership Discipline

What's new here
- Leaders are measured, not just HR
- Inclusion affects who grows and who leads

DEIB Level5 SCALABLE

"Belonging is our operating system"

- AI-governed inclusion
- Global + local equity balance
- Inclusion drives business outcomes

Brand Signal: DEIB = Operating Model & Advantage

What's new here
•DEIB metrics sit alongside financial KPIs
•Algorithms are governed, not trusted blindly
•Belonging predicts business outcomes

Typical KPIs
•Retention delta: diverse vs majority talent (gap <1–2%)
•Inclusion score correlation with performance / innovation metrics
•Bias audit scores for AI hiring, pay, performance tools
•Internal mobility rate across identities
•Psychological safety index (consistently high across teams)
•% critical roles filled internally by diverse talent
•Revenue / productivity uplift linked to inclusive teams (advanced orgs track this)

Phoenix DEIB Evaluation Pillars (2026)

Each organization is assessed across **6 critical pillars**:

| 1 | **Representation with Power**

→ Who gets promoted, funded, visible roles?

| 2 | **Equity & Fairness Systems**

→ Pay, performance, promotion parity

| 3 | **Leadership Capability**

→ Inclusion as a people-manager skill

| 4 | **Life-Stage & Identity Benefits**

→ Benefits aligned to real human lives

| 5 | **AI & Bias Governance**

→ Fair algorithms, human oversight

| 6 | **Belonging & Psychological Safety**

→ "Can I speak, grow, and lead here?"

DEIB MATURITY: One-Look Summary

Level	Primary Metrics Focus	Core Question Being Answered
1	Compliance	"Are we legally safe?"
2	Representation & Visibility	"Do we look diverse?"
3	Process Equity	"Are our systems fair?"
4	Leadership & Power	"Who really grows and decides?"
5	Business & AI Impact	"Does inclusion drive outcomes?"

What This Index Quietly Signals

1. Most employers overestimate their maturity — many talk like Level 4 but operate at Level 2–3
2. India is strong at Level 2–3, weaker at power redistribution (Level 4)
3. GCCs and new-age tech firms are leapfrogging legacy firms by embedding DEIB into AI, rewards, and decision systems
4. Level 5 is rare by design — it requires courage, data transparency, and leadership skin-in-the-game

What 2026 Inclusive Employers Do Differently

❌ Old mindset:
"We hire diverse talent"

✅ 2026 mindset:
"We **design systems** where diverse talent thrives, leads, and stays"

Inclusion shifts from HR initiative → Leadership discipline → Business advantage

Why This Framework Matters for Employers

Companies using the Phoenix DEIB Maturity Index™ can:
✔ Benchmark themselves credibly
✔ Identify inclusion blind spots
✔ Build a defensible employer brand
✔ Attract Gen-Z, women, global & diverse talent
✔ Future-proof culture in AI-led workplaces

Inclusion Meets AI

AI now shapes talent decisions: Shortlists, Ratings, Learning pathways, Pay recommendations

Progressive employers:
• Audit AI for bias
• Maintain human oversight
• Build cross-functional AI ethics councils

Algorithmic fairness = inclusion mandate

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In 2026, inclusion is not about being "good."
It's about being ready.

✔ Ready for diverse talent
✔ Ready for AI-led decisions
✔ Ready for multi-generational, multi-identity workplaces
✔ Ready for digital workforce (Humans/Bots/AI)

Belonging is the strongest employer brand. Inclusive it.

10x higher likelihood for employees to recommend the company as a great place to work

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