



# India Culture Sensing Report

April 2025

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# Foreword



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Dear reader,

We are delighted to present the results of our India culture study, a comprehensive analysis of cultural drivers and their impact on an organisation’s financial performance. This report covers 75 organisations drawn from the Nifty 250 index, evaluating key culture drivers and their impact across the following six major industries:

- Government & public services
- Financial services
- Consumer
- Energy, resources & industrials
- Life sciences & healthcare
- Technology & media & communication



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In today's dynamic and complex business environment, culture is a critical enabler of sustainable success. Recognising this, we explored and analysed employee sentiment across five fundamental culture drivers: growth and learning, empowerment and inclusion, performance and results, ethics and sustainability and agility and innovation, and their influence on 10 key financial metrics. This study offers a nuanced understanding of how organisations can align their cultural priorities with business objectives to drive long-term value creation.

Our aim is to provide actionable insights and strategies that empower organisations and industry leaders to cultivate a resilient and high-performing culture. Using this study's findings, leaders can make data-driven decisions to reinforce the cultural dimensions most aligned with their strategic goals, ensuring organisational excellence and stakeholder satisfaction.

If you have any questions regarding the information or findings in this report, please feel free to reach out to us.



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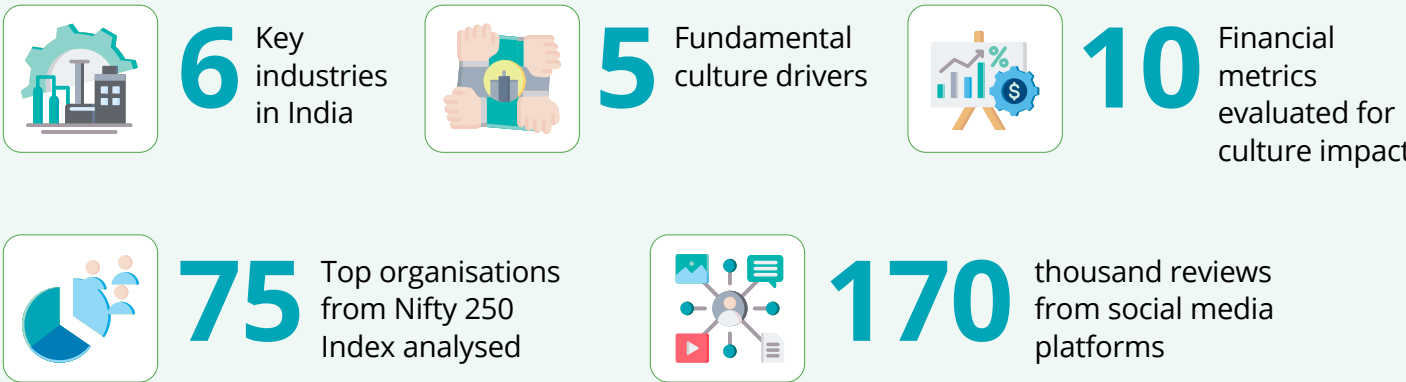


# Analysis framework and scope



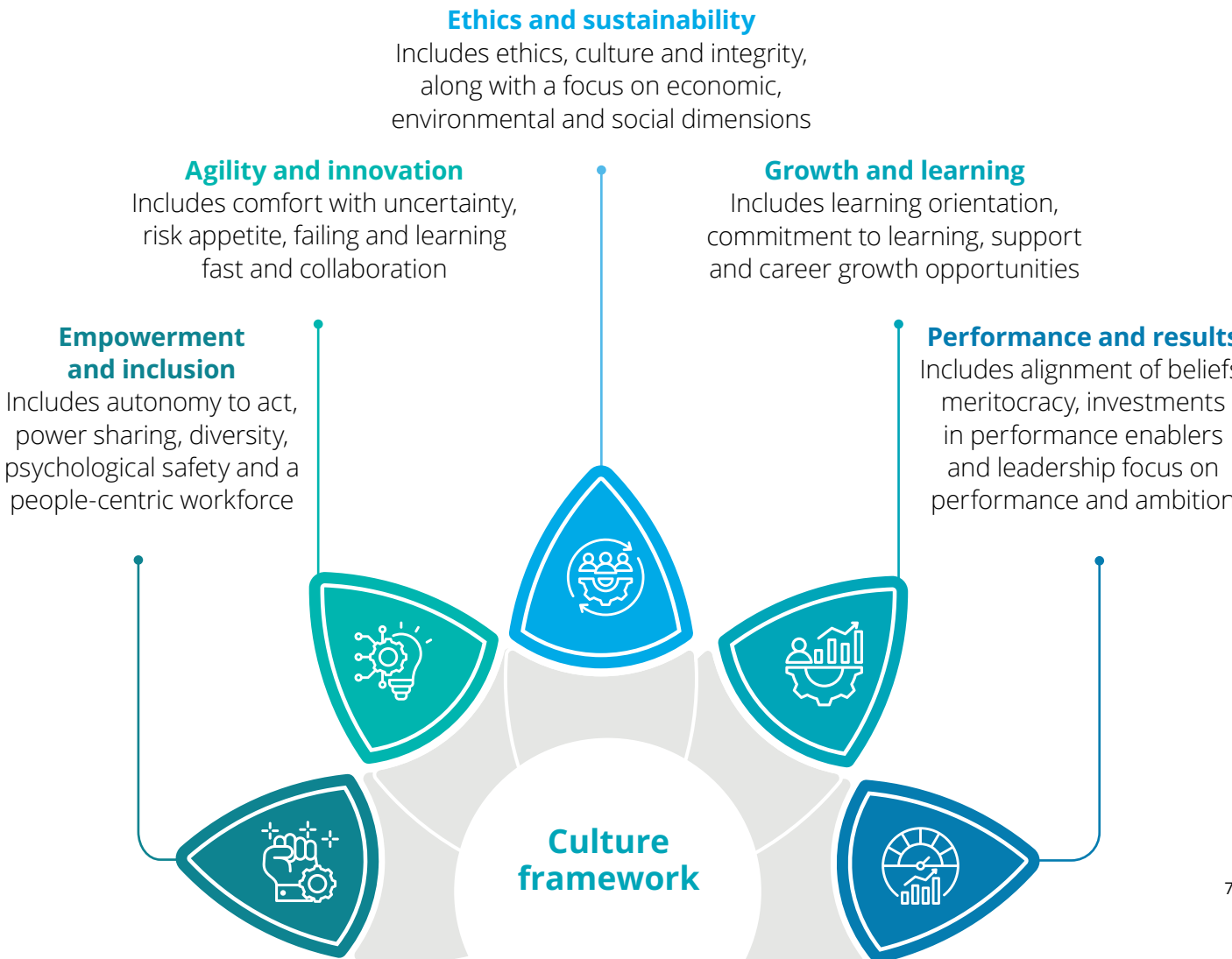
## Scope of culture study

Data analysed from a range of organisations across various industries in India, focusing on key culture drivers



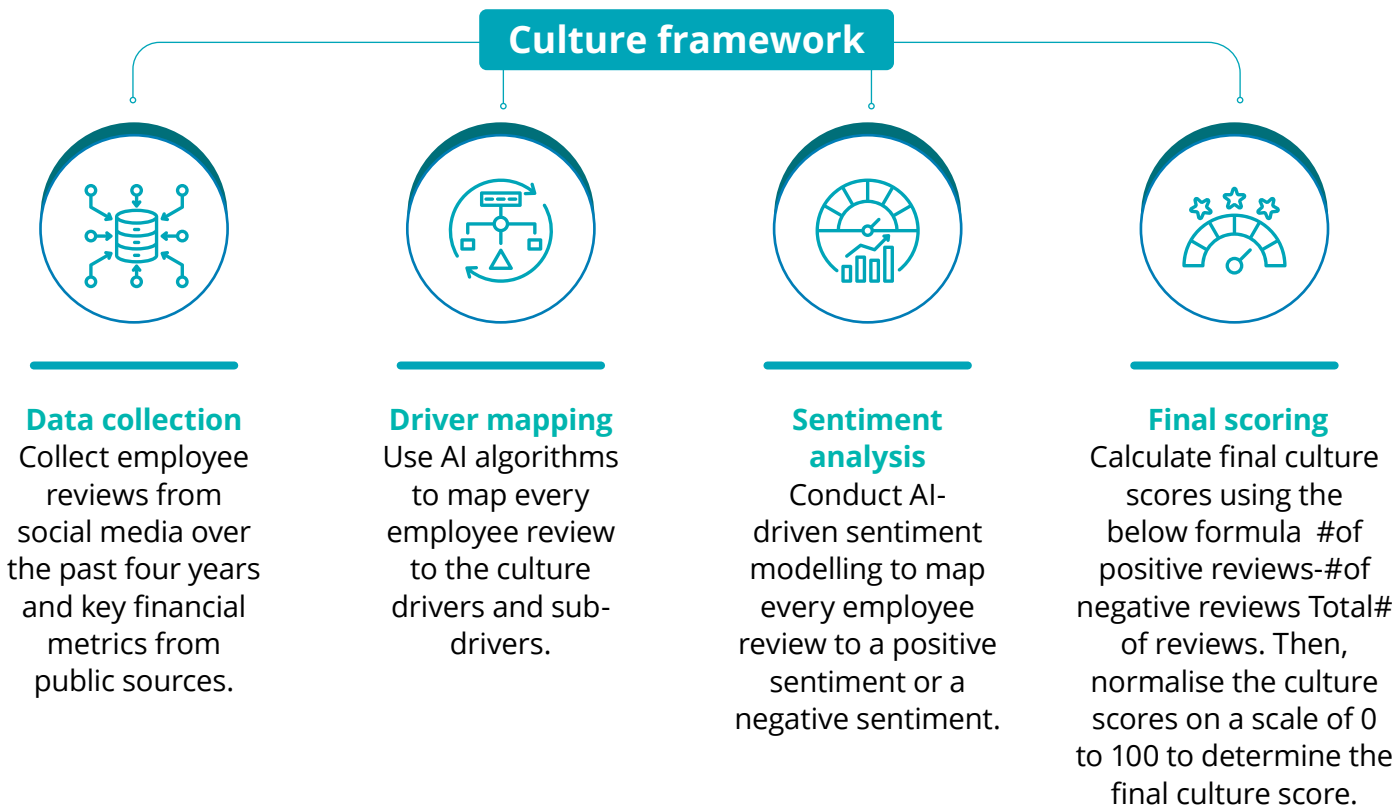
## Deloitte’s holistic culture assessment framework

The culture assessment is based on Deloitte’s proprietary framework encompassing five key culture drivers



Methodology overview

The following AI-driven approach conducts cultural assessments and provides actionable insights to enhance organisational culture

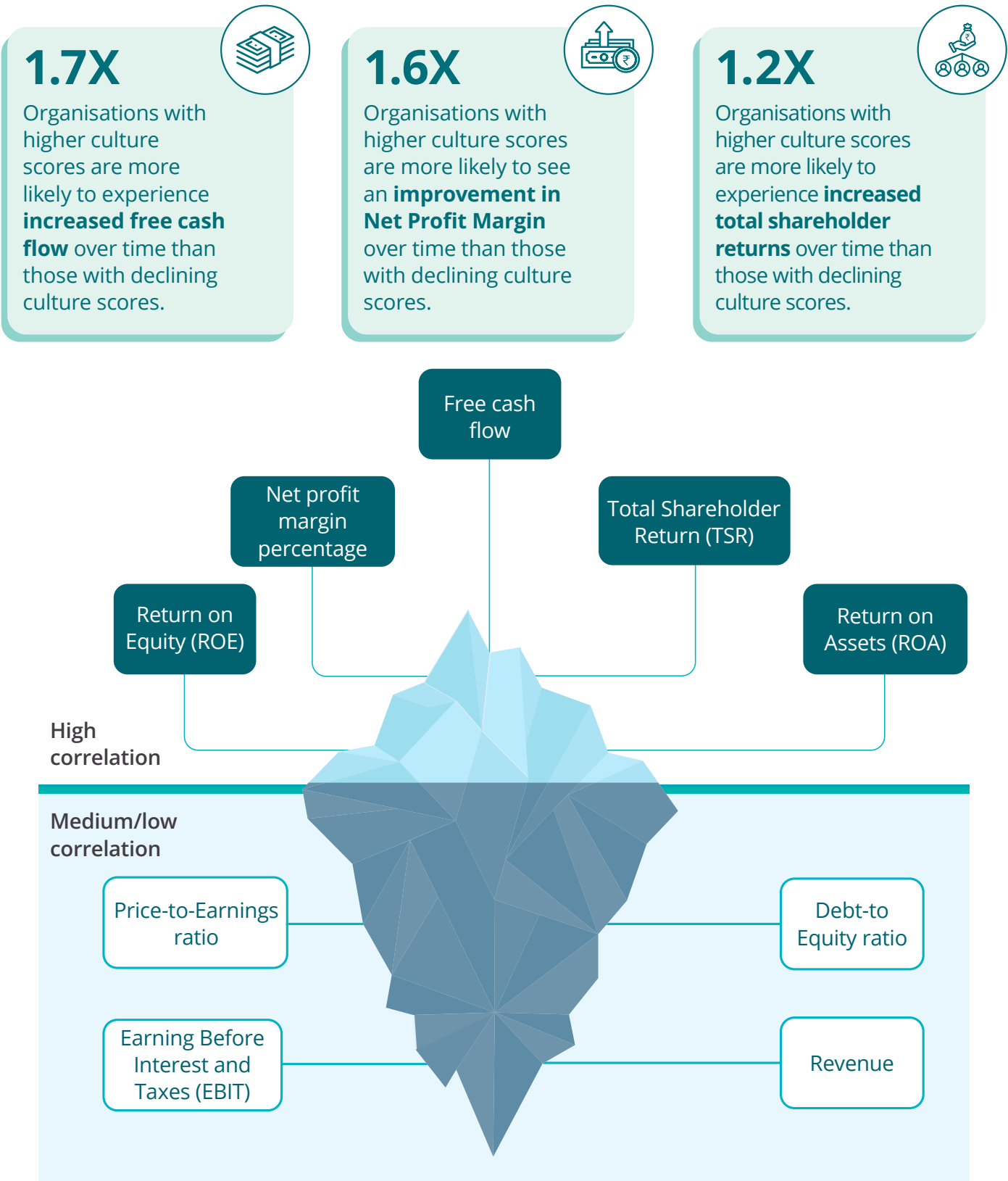


India Culture Index



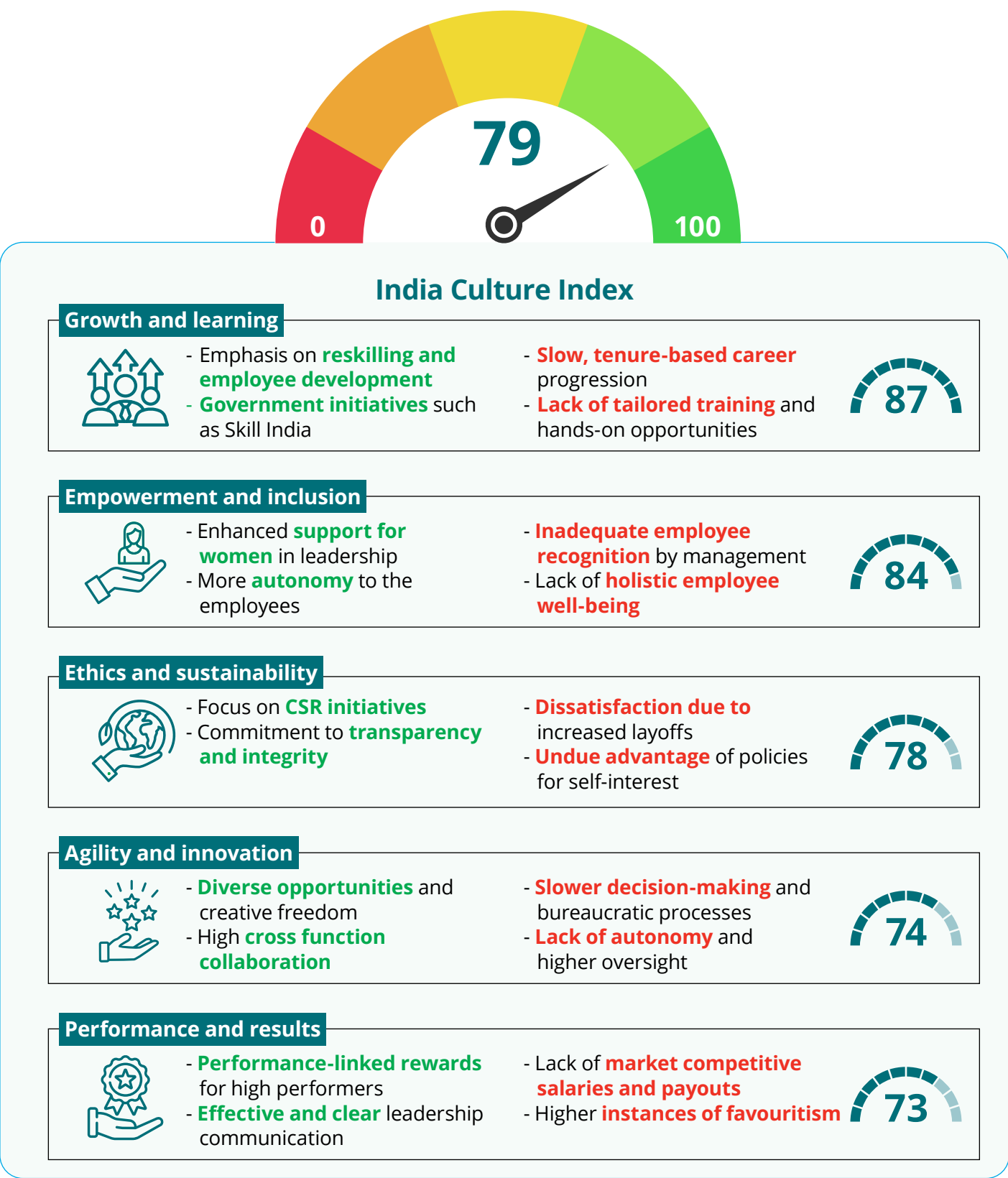
Is culture a key driver of business performance?

We analysed the correlation of culture with multiple financial parameters to assess its impact



India Culture Index

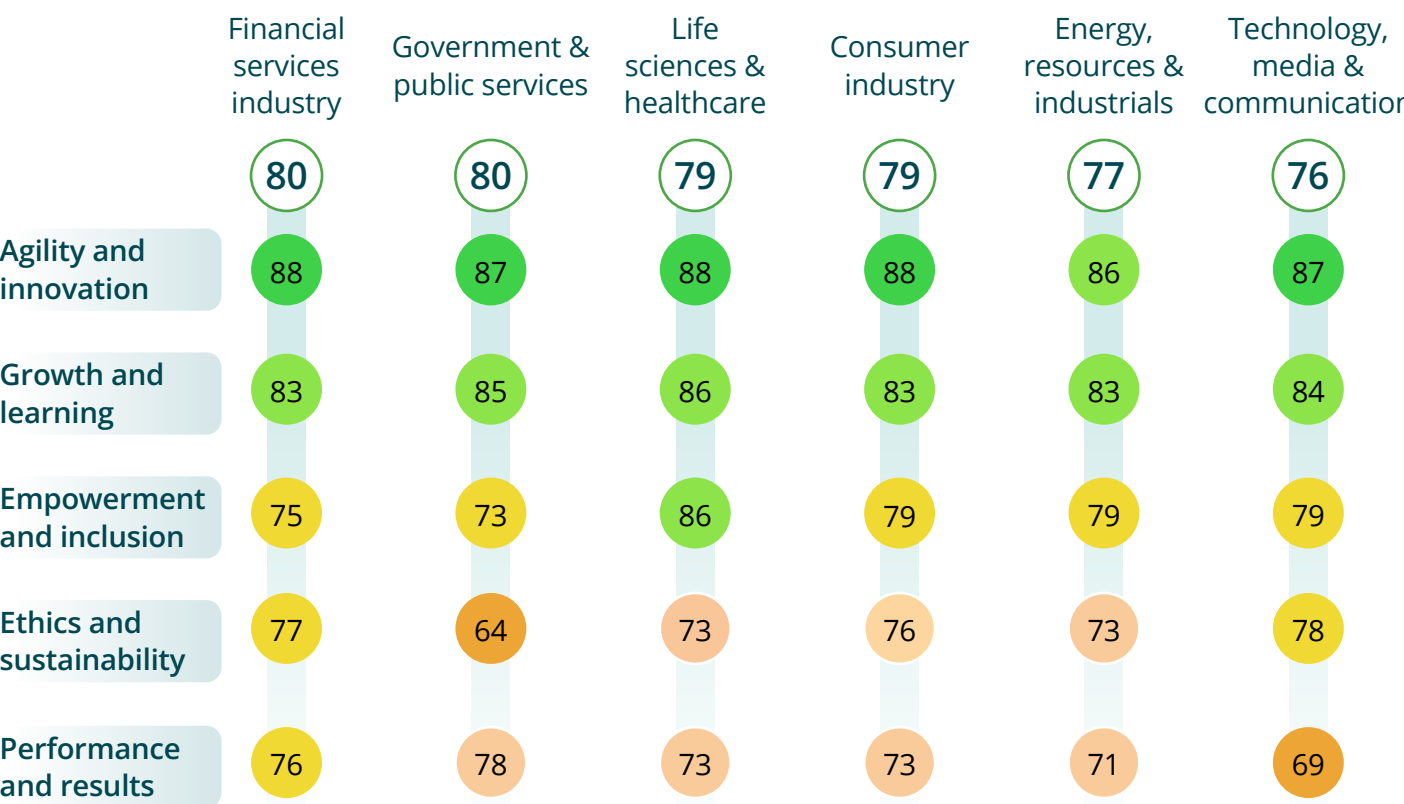
Indian organisations exhibit high culture scores, driven by growth opportunities and a growing focus on inclusion





Industry comparative overview

While culture scores are similar across industries, variations exist in pillars such as agility and innovation and ethics and sustainability.



Key highlights

✓

- Positive work environment
- Strong learning opportunities

✗

- Poor management practices
- High work pressure and unfavorable work culture

- Ample learning opportunities
- Good work-life balance and HR support

- Unrealistic goals and lack of empathy
- Bureaucratic processes

- People-centric approach and ethical culture
- Flexibility and work-life balance

- Non-competitive salary
- Low or non-existent increments

- Collaborative environment
- Clear communication channels

- Limited growth opportunities
- Limited agility and innovation due to risk averse culture

- Diverse culture and low pressure
- Safe work environment

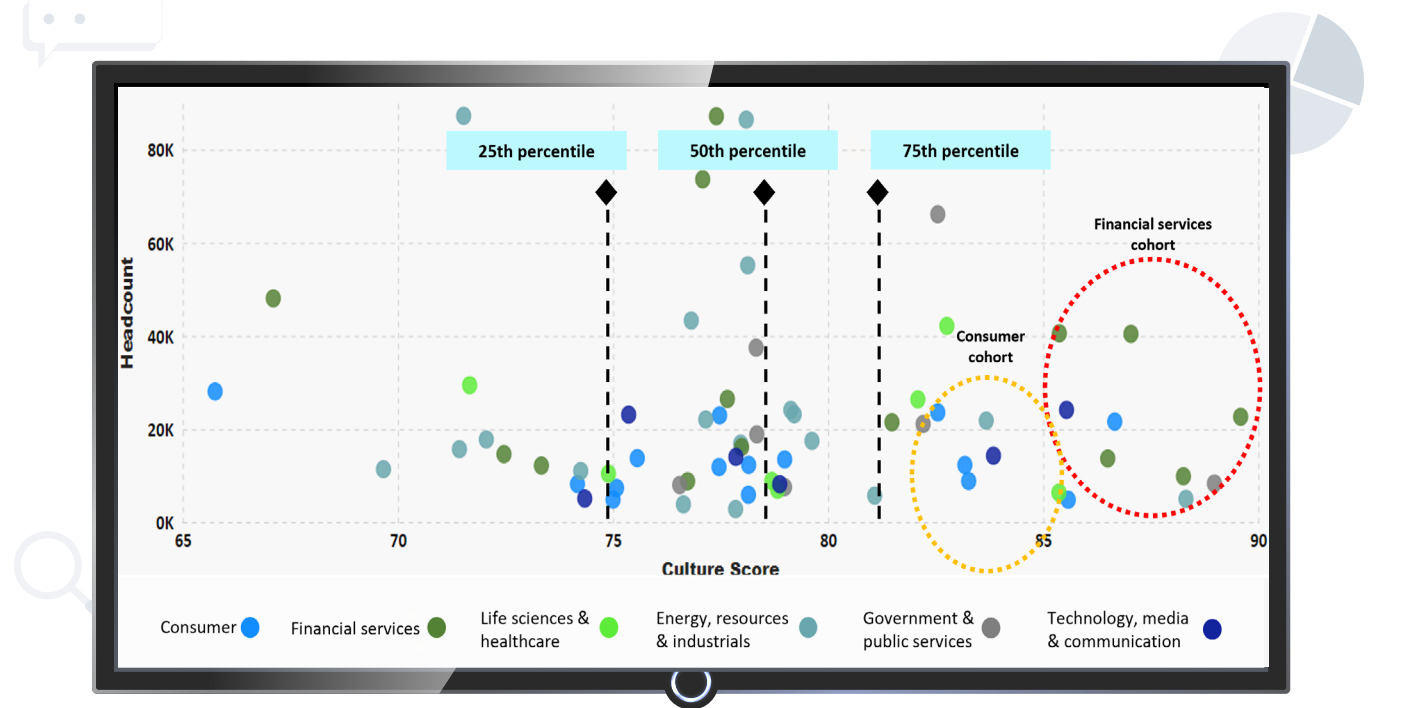
- Poor leadership and bureaucracy
- Slow decision-making

- Strong work ethics
- Good work culture

- Slow promotion and merit-based challenge
- Bureaucratic processes

Understanding industry and organisation wide distribution

Culture scores span the culture spectrum, reflecting organisations with leading and lagging cultural behaviours



⚡

Higher spread of culture scores across the **financial services** industry highlights **significant cultural differences** across firms.

👤

While the **consumer industry** has a **high proportion of companies in the top quartile**, it is equally dispersed across other quartiles.

⚙️

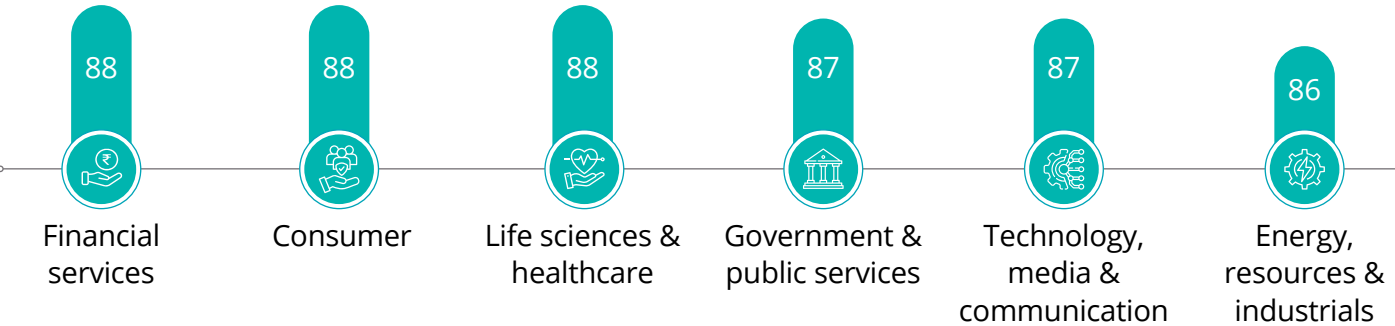
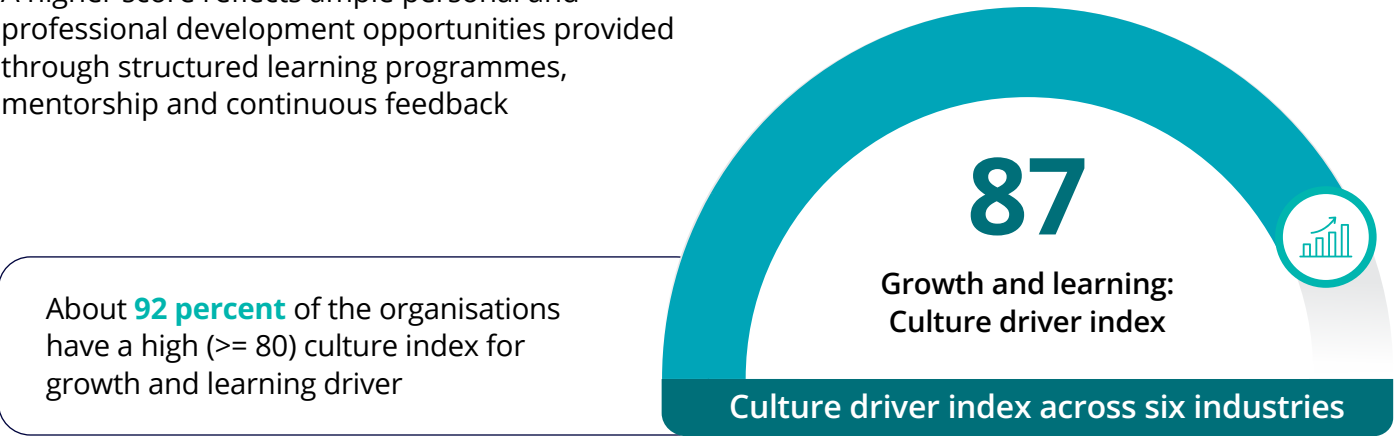
In the **energy, resources and industrials**, most organisations have **culture scores ranging below the 75th percentile**, reflecting **similar culture patterns**.

# In-depth exploration of culture drivers



## Growth and learning

A higher score reflects ample personal and professional development opportunities provided through structured learning programmes, mentorship and continuous feedback



What is working well?

**Continuous learning culture**  
Range of training resources to help employees enhance their skills, stay updated and advance

**Supportive management**  
Culture of approachability and mentorship, empowering employees to thrive in their roles

**Diverse career paths**  
Opportunities to explore multiple career paths enabling skill enhancement and diverse role exposure

What is Overlooked?

**Stagnant career progression**  
Limited promotions and slow progression due to management's focus on tenure rather than skills or performance

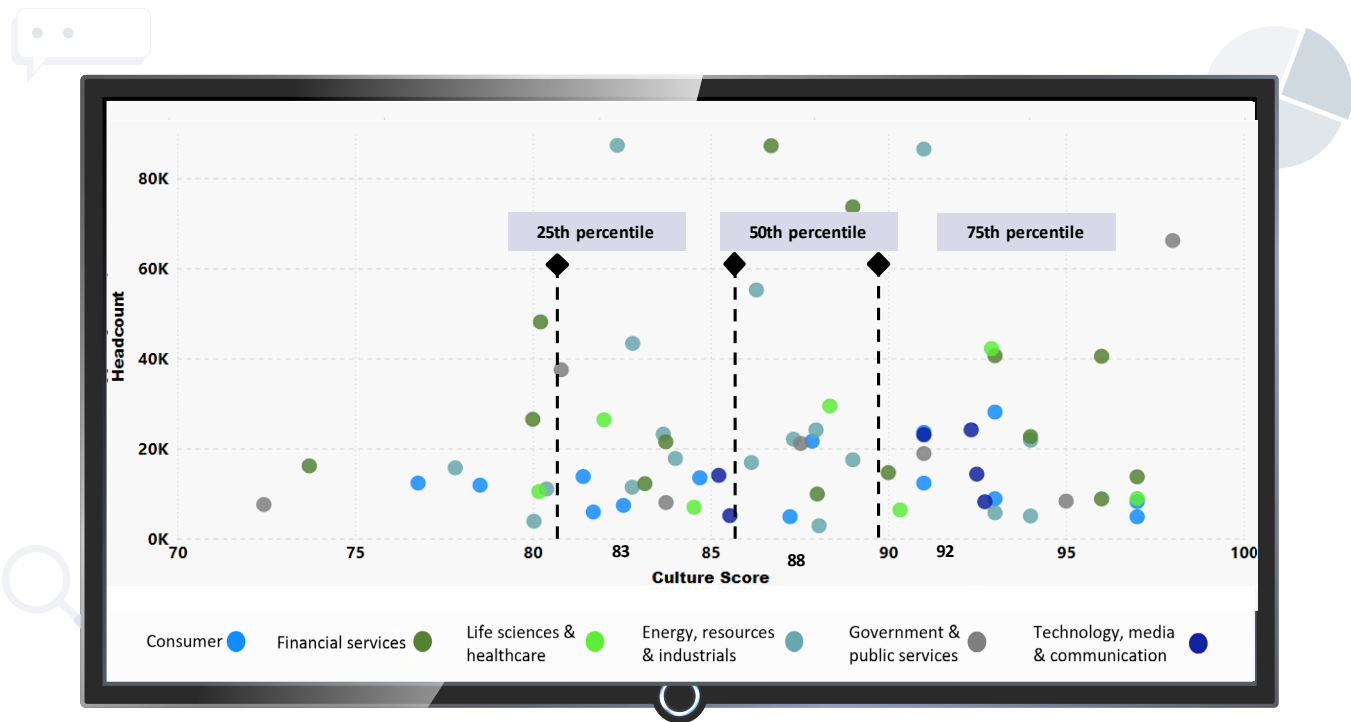
**Lack of tailored training programme**  
Less focus on hands-on skill development due to generic training programmes and focus on support tasks

Insights



Growth and learning

Deep dive across organisational distribution for growth and learning pillar



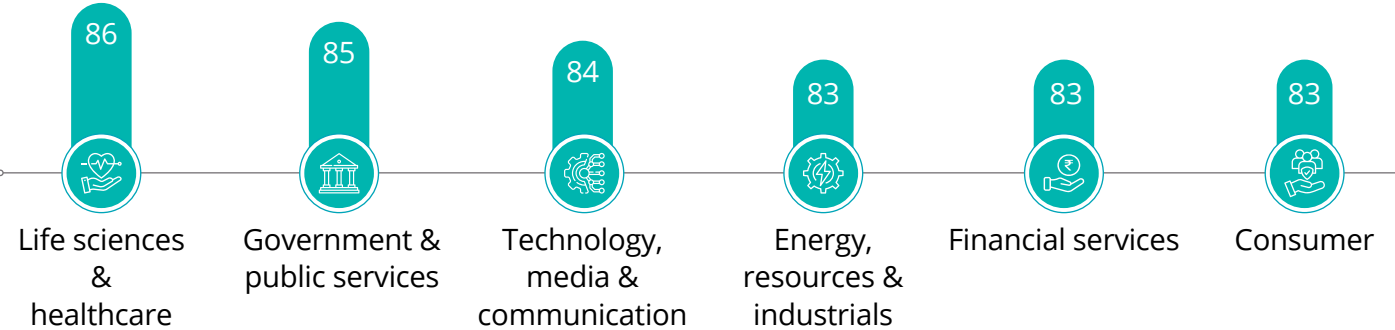
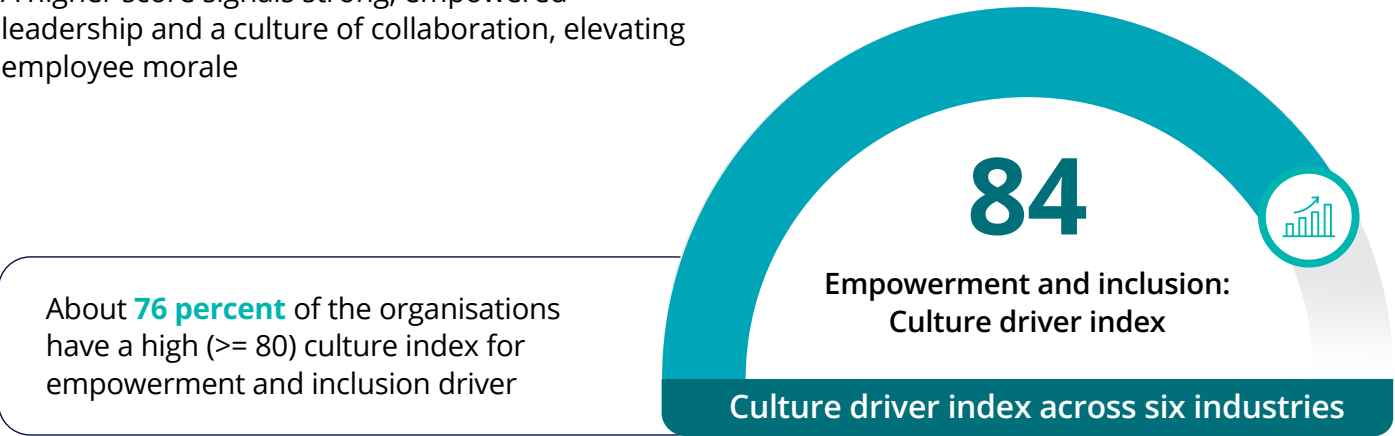
**Energy, resources and industrials** industry has the least proportion of organisations above the 75th percentile, depicting **room to strengthen** the growth and learning strategy.

Organisations in the **consumer** industry show extreme score ranges, indicating **varied growth and learning opportunities** across companies.

Within the growth and learning pillar, **the remaining industries** are spread across the spectrum, showcasing varied growth and learning strategies, with scores **generally being on the higher side than other pillars.**

Empowerment and inclusion

A higher score signals strong, empowered leadership and a culture of collaboration, elevating employee morale



What is working well?

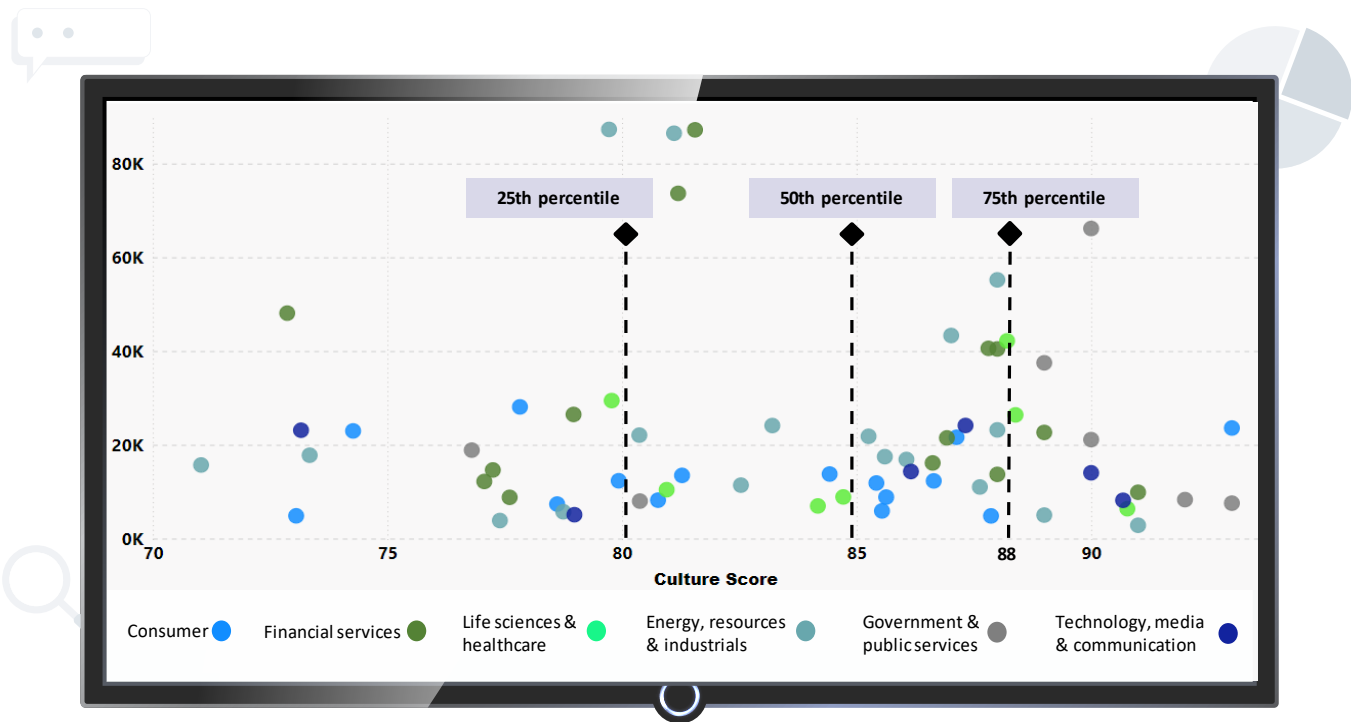
- Empowered leadership**  
Leadership that promotes inclusivity and open dialogue fosters collaboration and innovation.
- Equitable access**  
Equal access to resources ensures a thriving environment and the contribution of every employee.
- Collaborative culture**  
A culture of teamwork amplifies diverse voices, creating an environment that promotes high-performing teams.

What is Overlooked?

- Lack of employee recognition**  
Unacknowledged contributions hindering morale, innovation and collaboration.
- Intrinsic bias**  
Biased perceptions and favouritism disrupt inclusivity, limiting equitable access to opportunities.
- Overlooked employee well-being**  
Relatively lesser focus on mental health leads to lower engagement and a sense of belonging.

Empowerment and inclusion

Deep dive across organisational distribution for empowerment and inclusion pillar



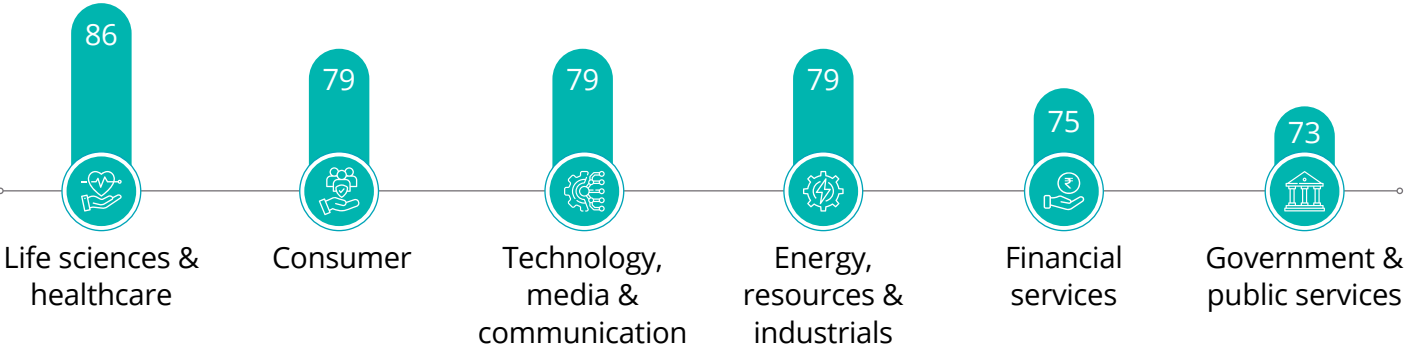
**Government & public services** industry has multiple organisations above the **75th percentile**, showcasing **strong alignment** with empowerment and inclusion practices.

**Consumer, financial services and energy, resources & industrials** industries dominate the **lower quartile**, exhibiting **gaps** in fostering empowerment and inclusion culture.

**Difference between 25th and 75th percentile - 0.8** (lowest among the culture pillars) This highlights the **concentrated relative positioning of the companies** across the spectrum.

Ethics and sustainability

A lower score highlights gaps in ethical practices and the need for better sustainability efforts



**What is working well?**

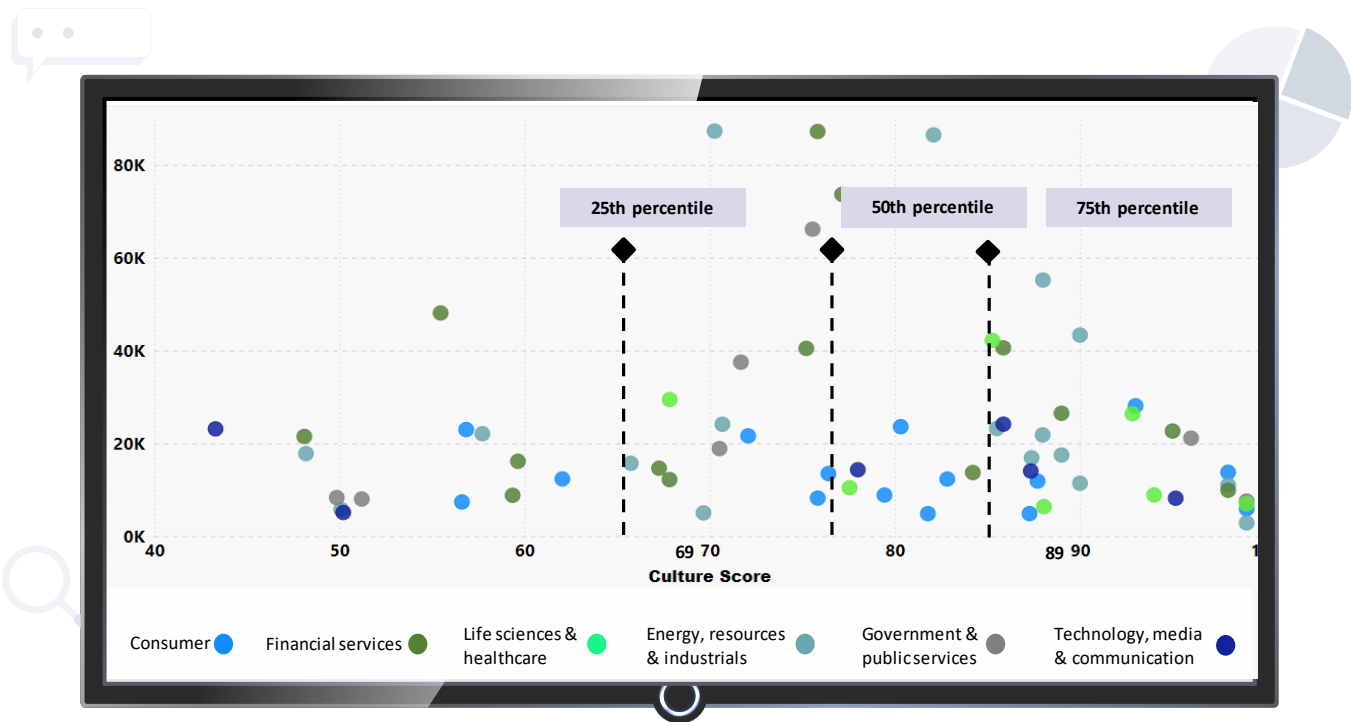
- Transparency and integrity**  
Transparent and supportive culture for employees, prioritising integrity in practices
- Corporate social responsibility and community engagement**  
Commitment to social good and positive community impact
- Commitment to sustainability initiatives**  
Involvement in eco-friendly practices aligning with long term sustainability goals

**What is Overlooked?**

- Lack of ethical standards**  
Employee dissatisfaction resulting from increased layoffs
- Manipulative strategies**  
Exploiting policies for self-interest, including posting false reviews on review platforms to project a positive work environment

Ethics and sustainability

Deep dive across organisational distribution for ethics and sustainability pillar



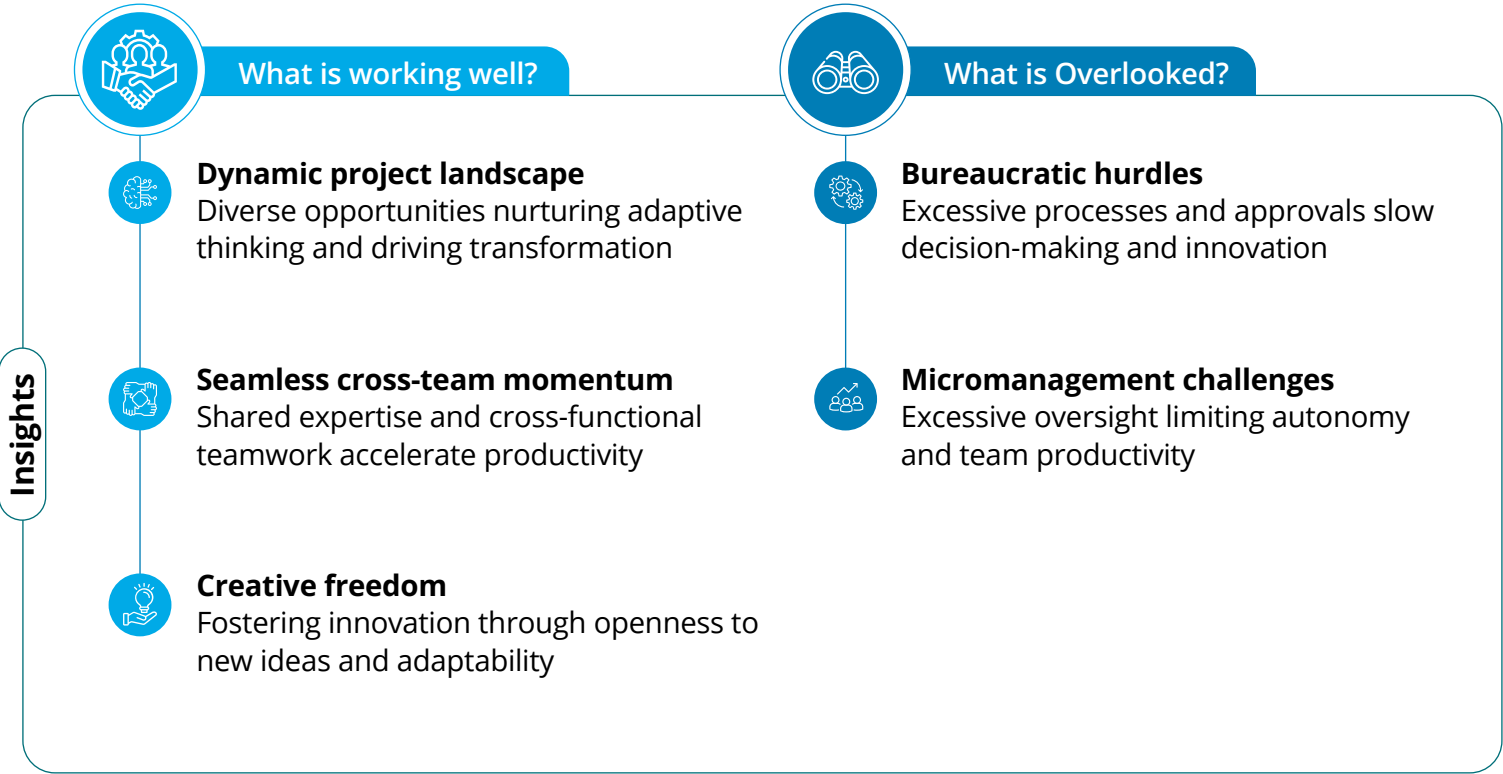
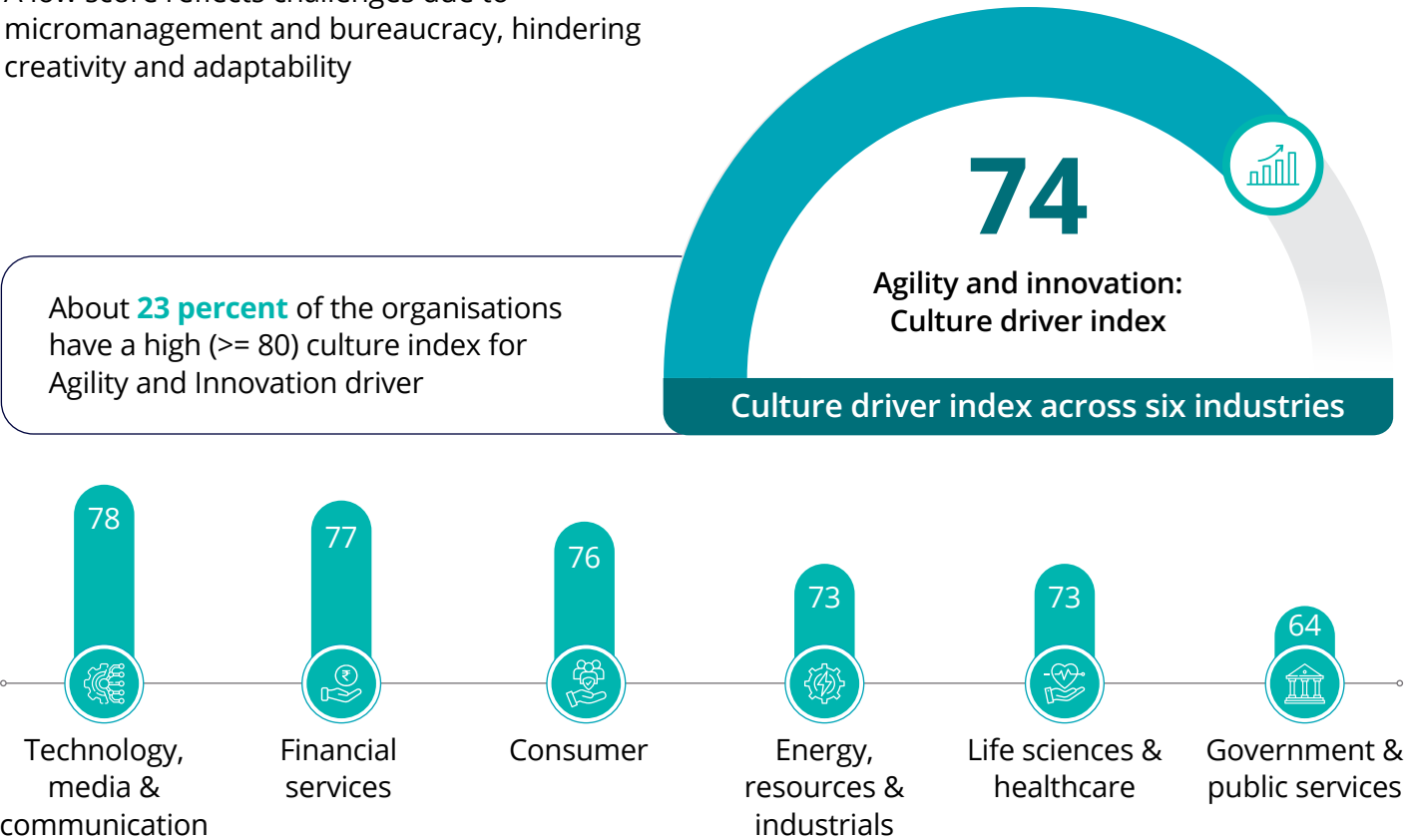
**Difference between 25th and 75th percentile – 2.0** (highest among the culture pillars)  
This is almost twice the average distance among other pillars, which **highlights very high spread of companies across the spectrum.**

The **financial services** industry forms a **high proportion of organisations in the bottom quartile** for culture scores, suggesting potential gaps in ethical and sustainability efforts.

The **wider spread of culture scores** across the **consumer** industry highlights significant cultural disparities, reflecting diverse approaches to ethics and sustainability within firms.

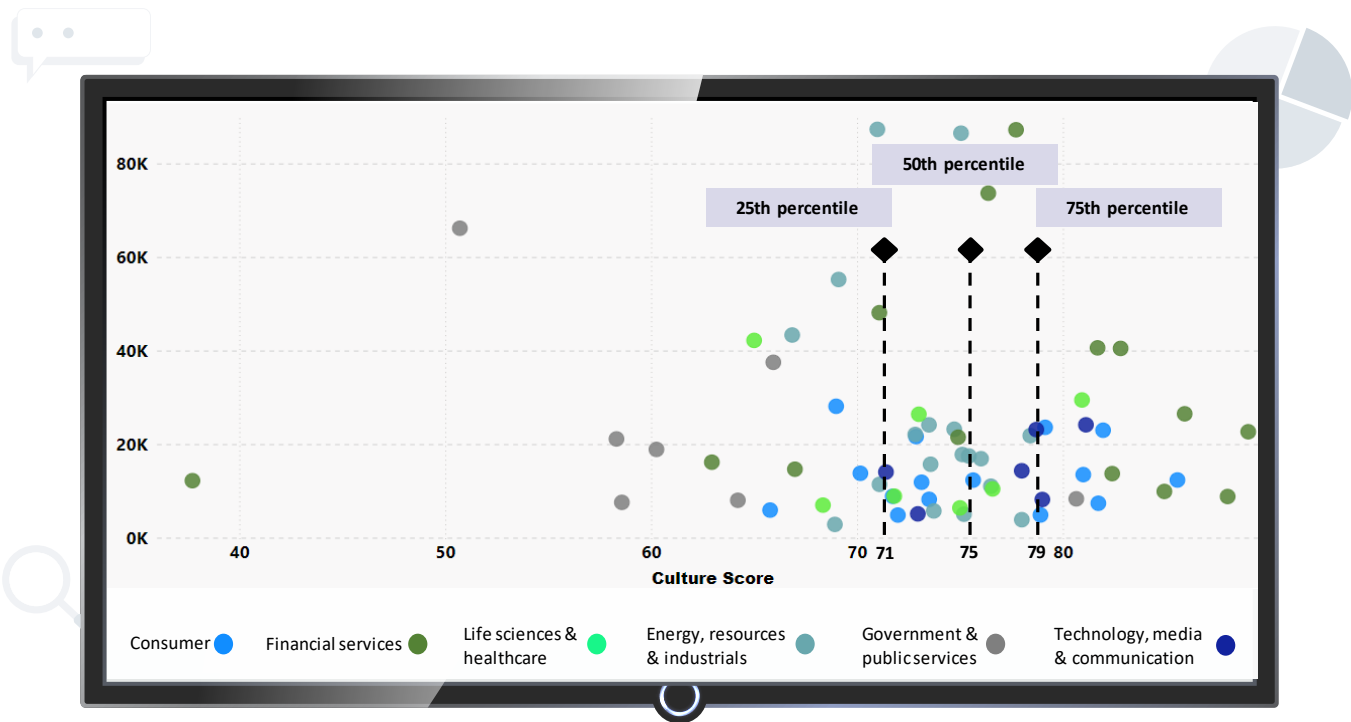
Agility and innovation

A low score reflects challenges due to micromanagement and bureaucracy, hindering creativity and adaptability



Agility and innovation

Deep dive across organisational distribution for agility and innovation pillar



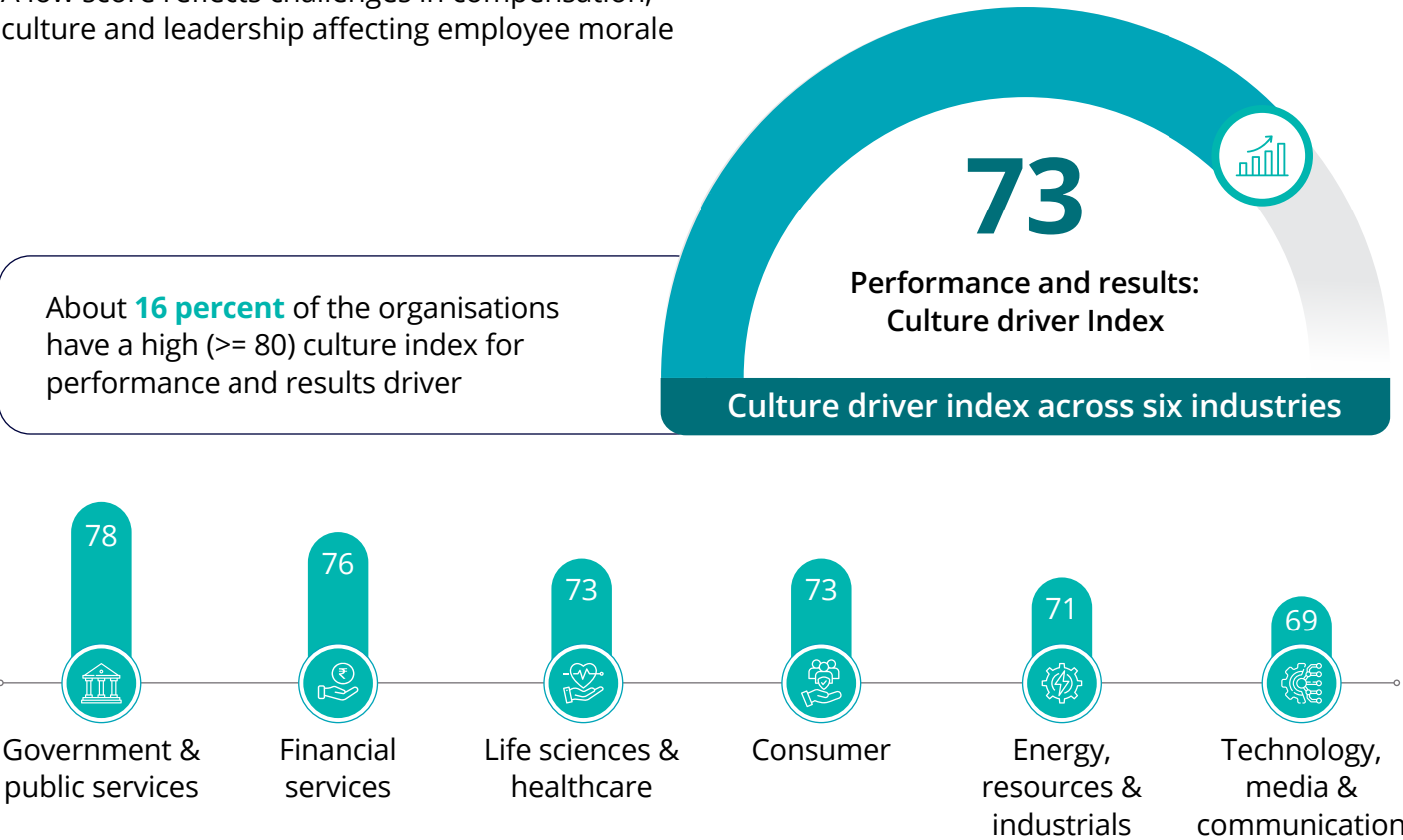
**The financial services industry** leads in agility and innovation, with multiple organisations scoring **above the 75th percentile**.

**Government & public services industry** has multiple organisations **below the 25th percentile**, highlighting significant challenges.

**Organisations are highly accumulated in a specific range**, with the majority of organisations having less than a score of eight. This highlights **similar behaviours and issues in agility and innovation** across the companies.

Performance and results

A low score reflects challenges in compensation, culture and leadership affecting employee morale



What is working well?

**Performance-based rewards and growth**  
Advancement, raises and bonuses tied to performance, with high achievers recognised

**Transparent and open communication**  
Enable open communication for clear leadership messaging and strong team collaboration

What is Overlooked?

**Low compensation compared with the market**  
Non-competitive salaries, minimal raises and unsatisfactory performance-based bonuses

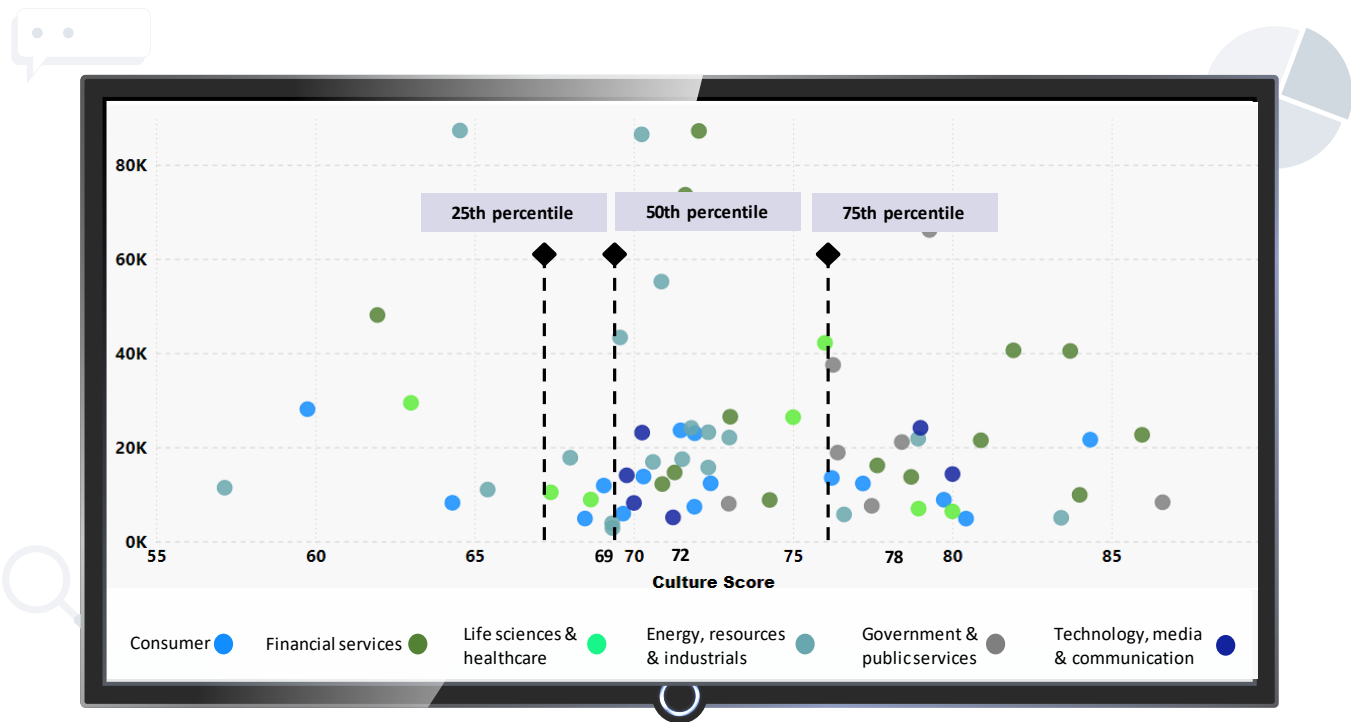
**Bureaucratic and political work culture**  
Bureaucratic environment with politics and favouritism

**Poor leadership quality**  
Lack of clarity of vision and key skills in people management



Performance and results

Deep dive across organisational distribution for performance and results pillar



The **government & public services**, **financial services** and consumer industries show a focus on delivering measurable results and **align on performance-driven outcomes**.

**Technology, media & communication** and **energy, resources & industrials** show underperformance in certain areas, hinting at **potential gaps** in execution.

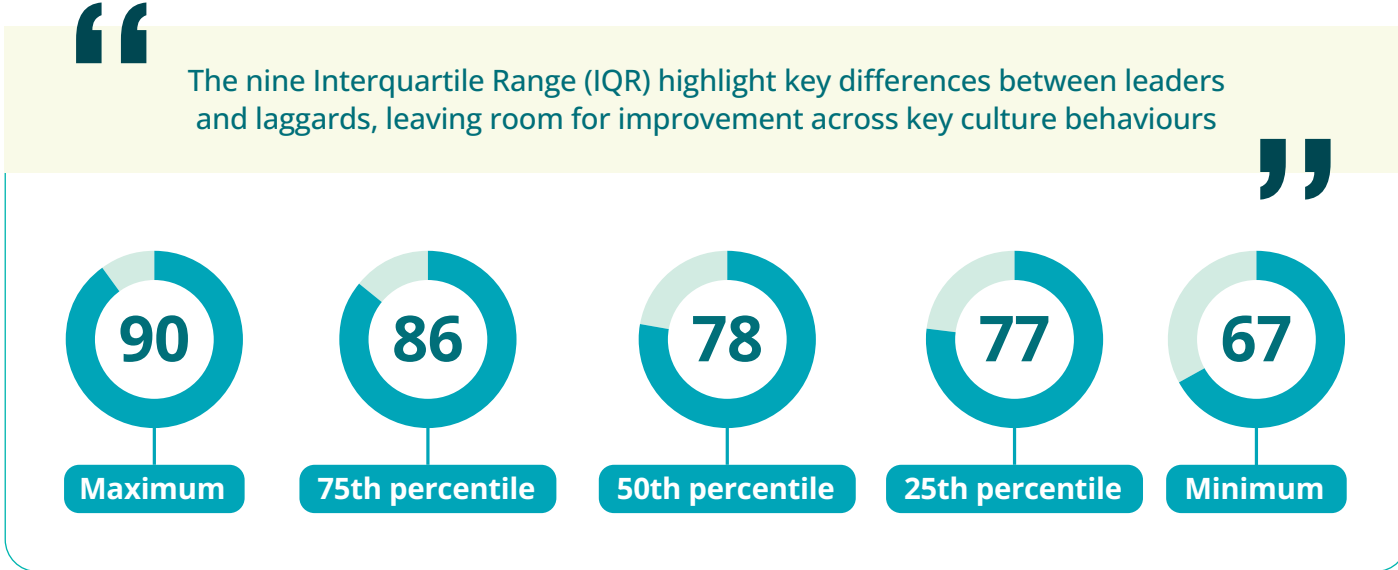
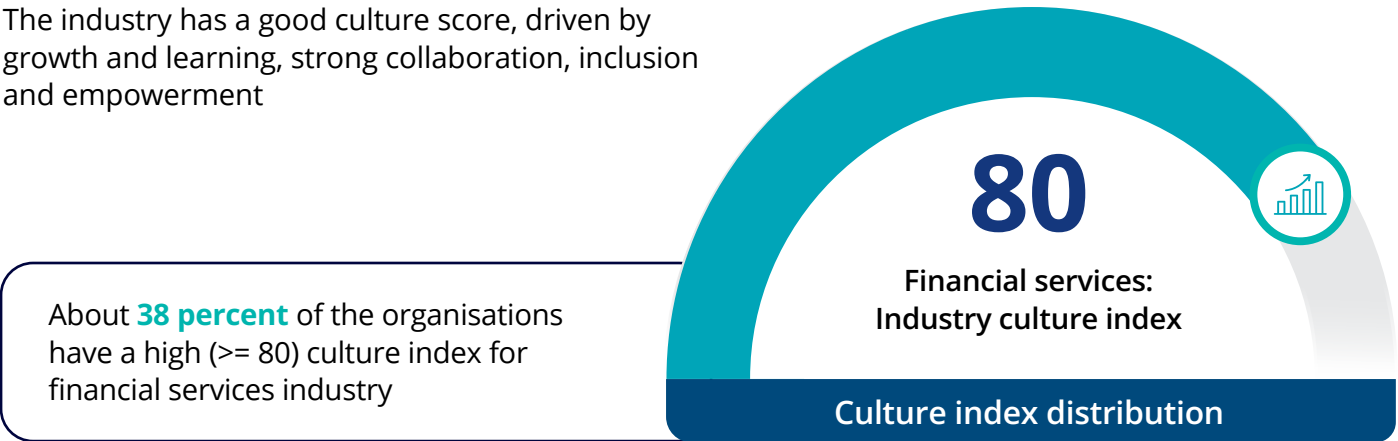
**Performance and results** have the lowest 25th percentile score of 6.9, compared with other pillars, **denoting many companies with very low scores in this pillar**.

# In-depth industry analysis



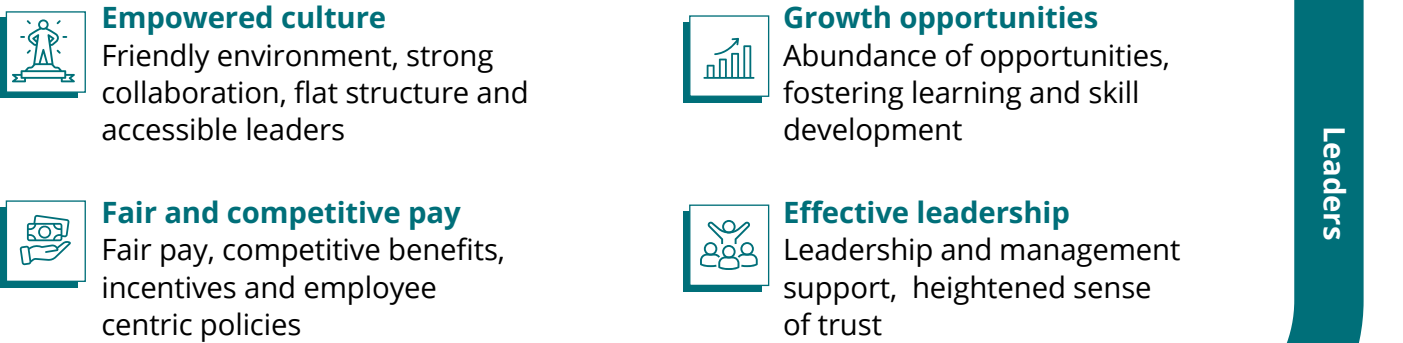
Financial services: Industry deep-dive

The industry has a good culture score, driven by growth and learning, strong collaboration, inclusion and empowerment



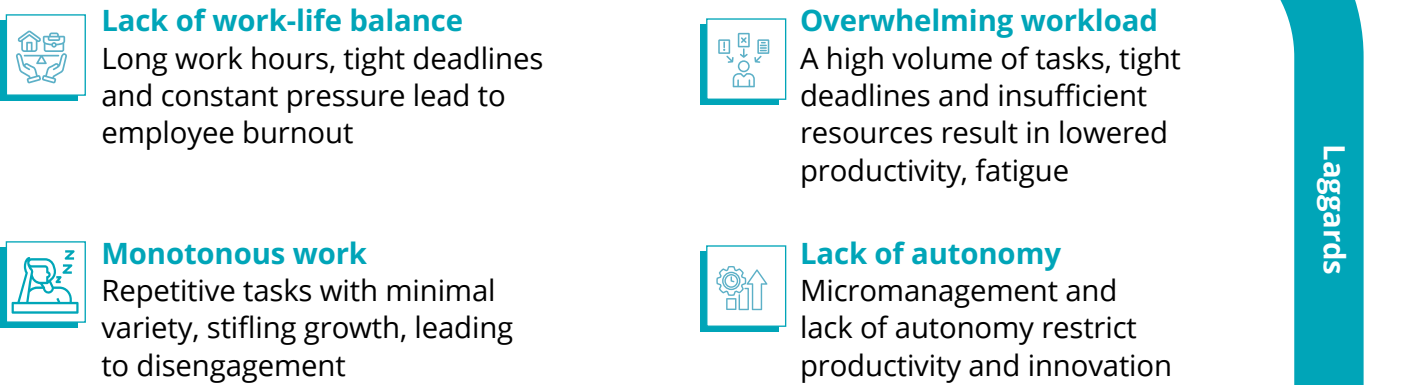
Financial services: Key culture differentiators

A closer look at the most effective practices within the industry and the key challenges driving lower employee perception



Key themes across organisations exhibiting higher culture scores

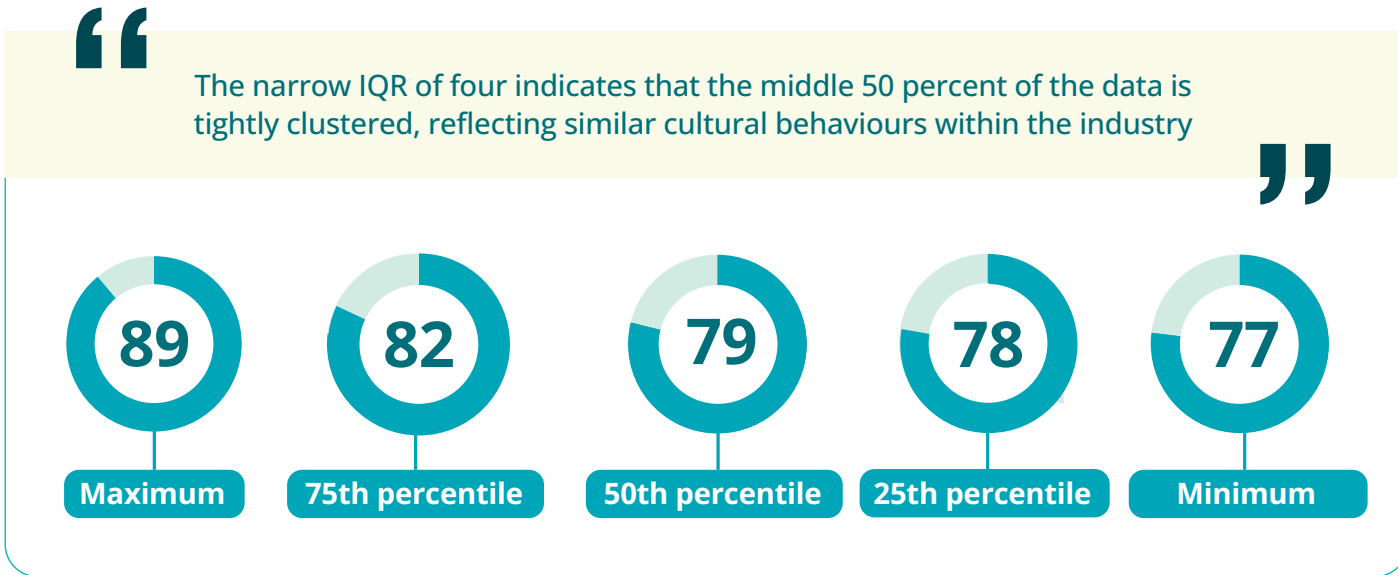
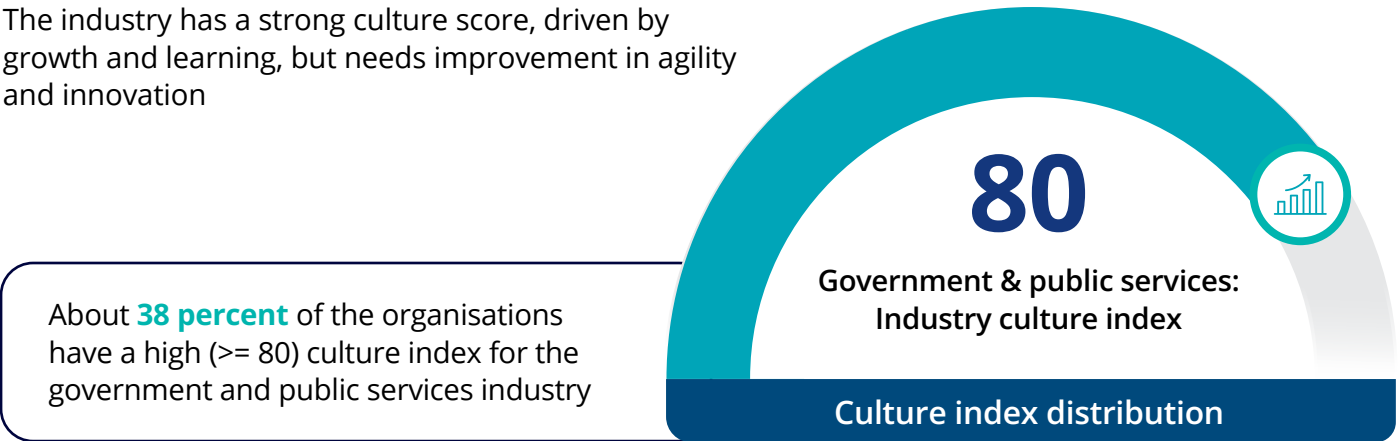
Key themes across organisations exhibiting lower culture scores





Government and public services: Industry deep-dive

The industry has a strong culture score, driven by growth and learning, but needs improvement in agility and innovation



Government and public services: Key culture differentiators

A closer look at the most effective practices within the industry and the key challenges driving lower employee perception



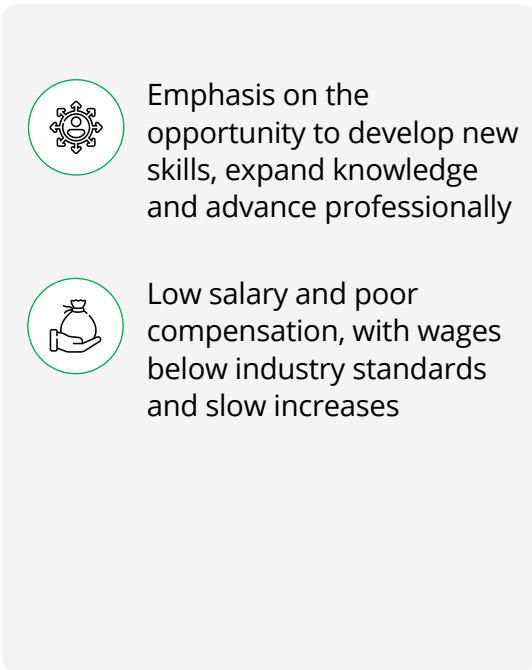
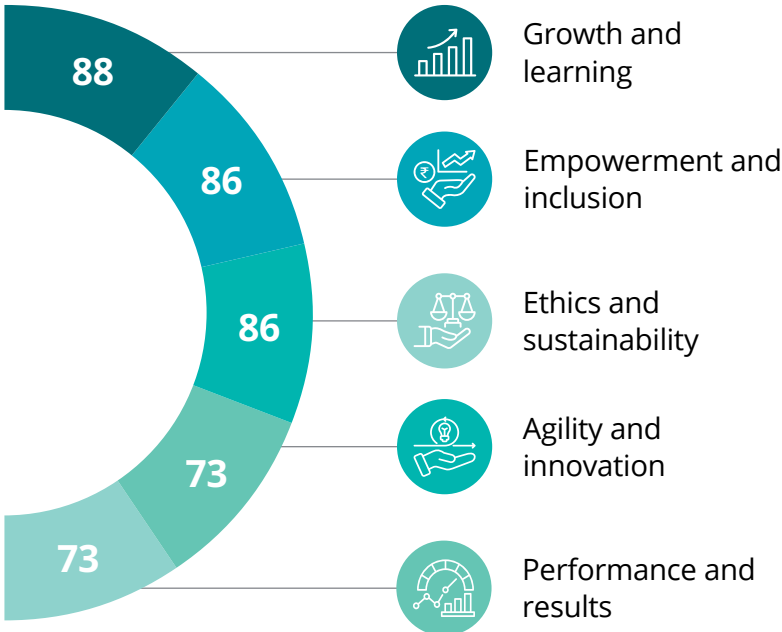
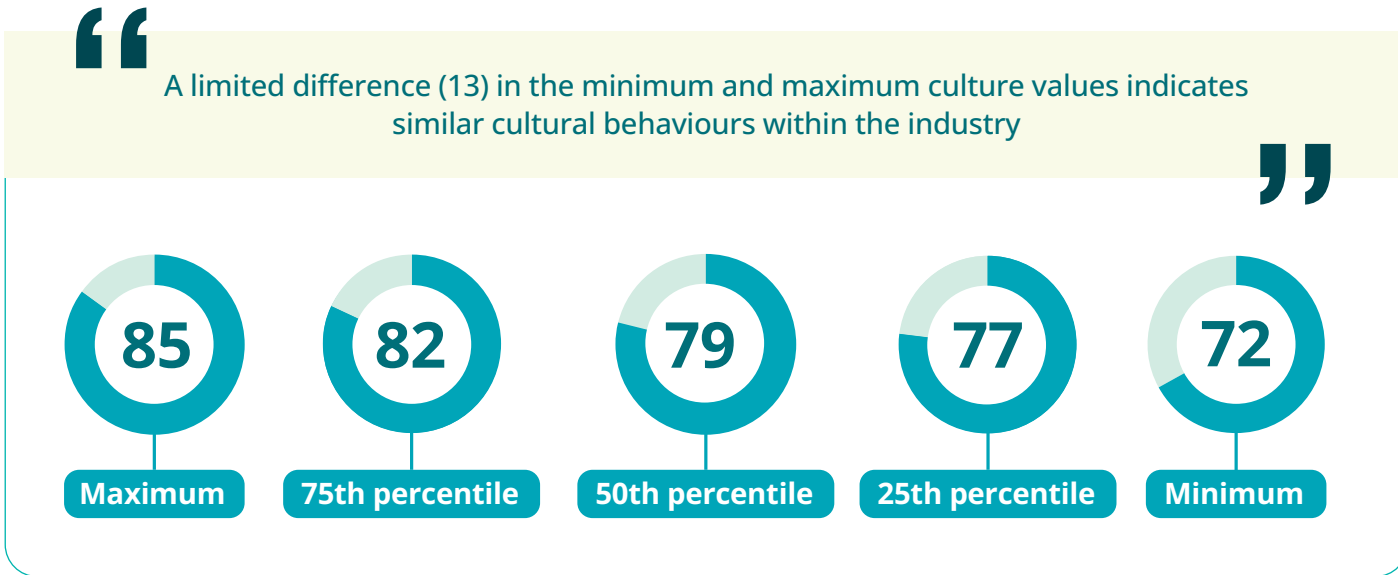
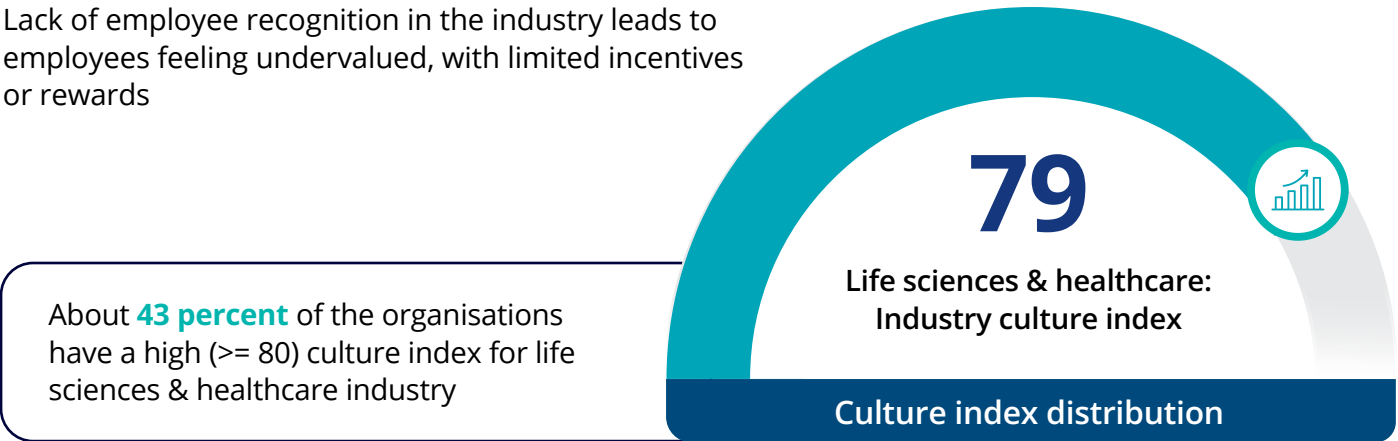
Key themes across organisations exhibiting higher culture scores

Key themes across organisations exhibiting lower culture scores



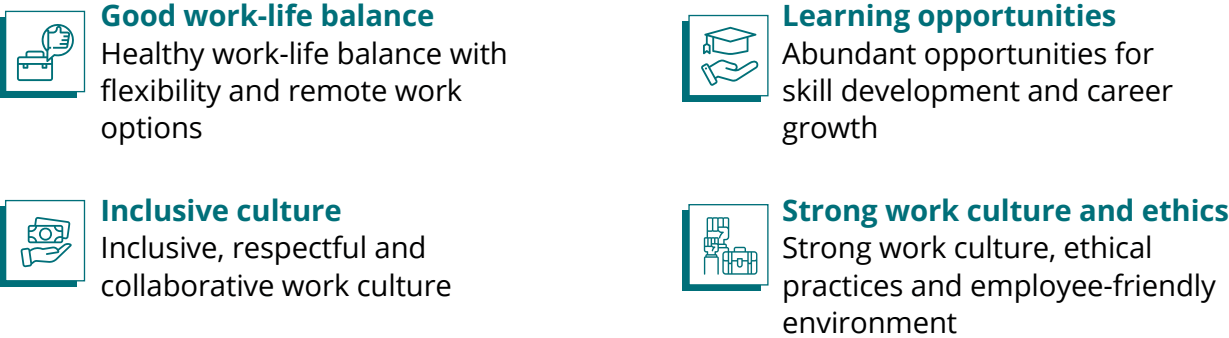
Life sciences & healthcare: Industry deep-dive

Lack of employee recognition in the industry leads to employees feeling undervalued, with limited incentives or rewards



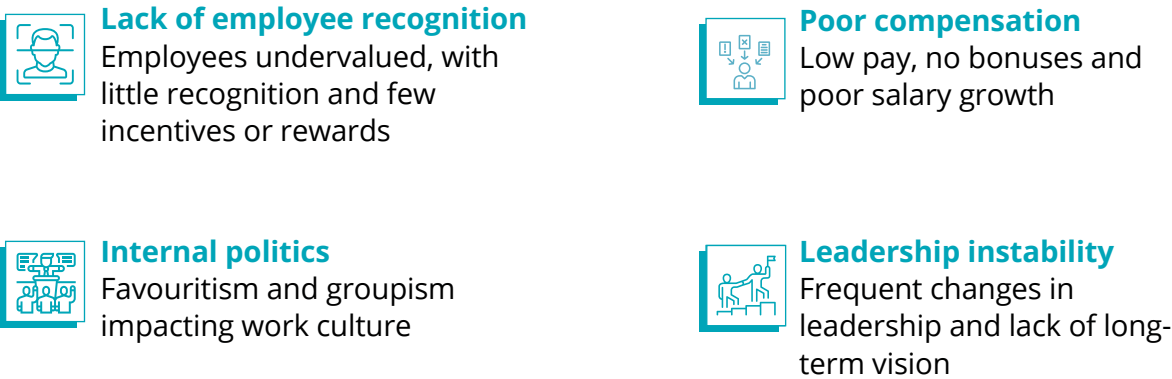
Life sciences & healthcare: Key culture differentiators

A closer look at the most effective practices within the industry and the key challenges driving lower employee perception



Key themes across organisations exhibiting higher culture scores

Key themes across organisations exhibiting lower culture scores

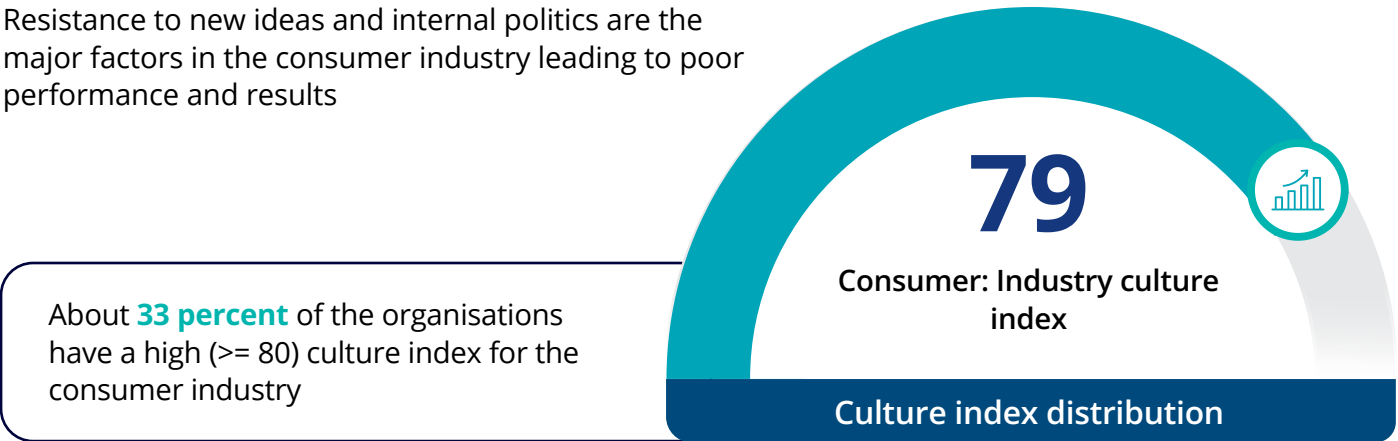


Leaders

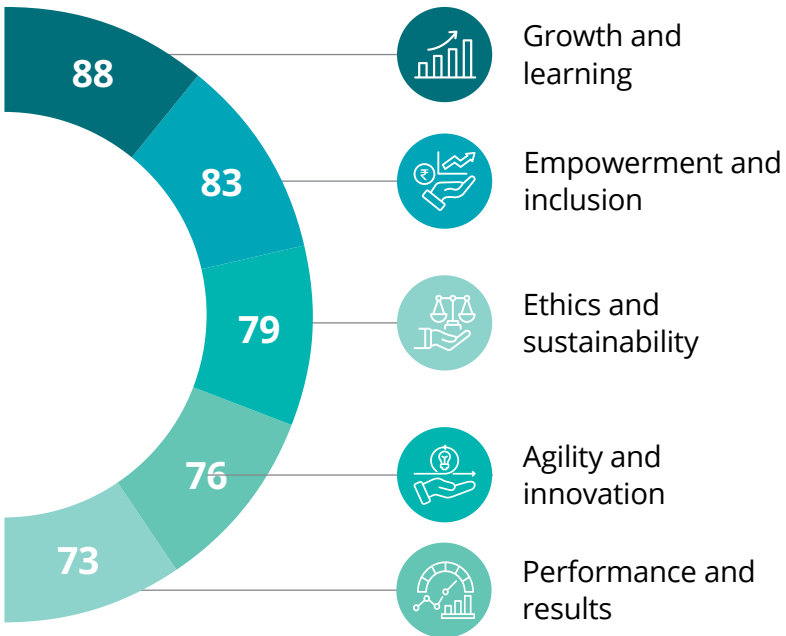
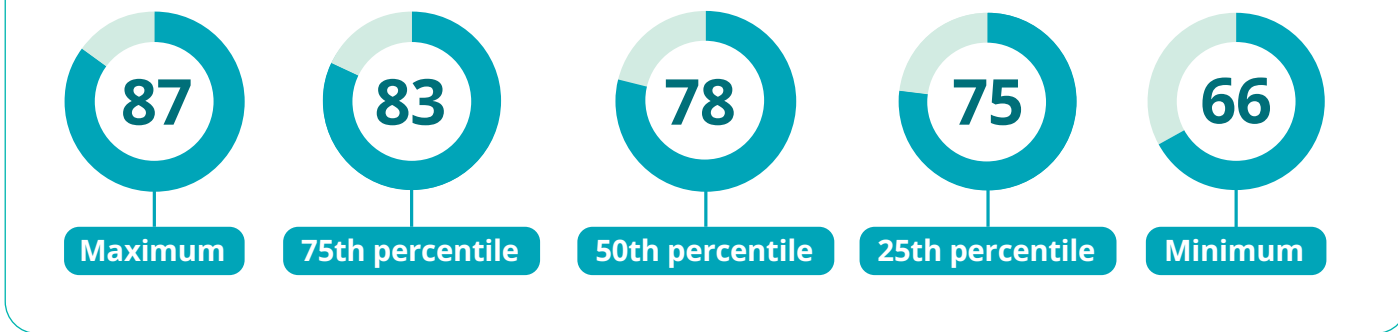
Laggards

Consumer: Industry deep-dive

Resistance to new ideas and internal politics are the major factors in the consumer industry leading to poor performance and results



“ A significant difference (21) in the minimum and maximum culture values for the consumer industry indicates varied cultural behaviour within the industry ”



- Learning and growth opportunities, with support for career advancement
- People-focused and inclusive cultures, with an emphasis on empowerment
- Lack of innovation, with resistance to new ideas and outdated procedures
- Lack of transparency in the promotion process

Consumer: Key culture differentiators

A closer look at the most effective practices within the industry and the key challenges driving lower employee perception

- Global exposure and autonomy  
Opportunities for global experiences and high responsibility in their roles
- Competitive pay  
Attractive salaries, benefits and perks compared with Indian standards
- Strong brand  
Considered reputable market leaders providing good career prospects
- Job security and career mobility  
Clear career progression paths and internal job postings for long-term stability

Key themes across organisations exhibiting higher culture scores

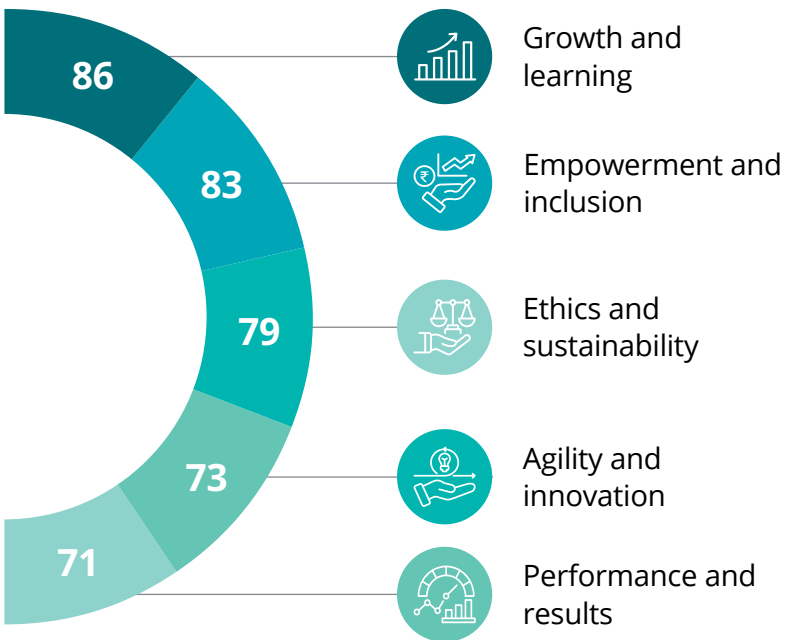
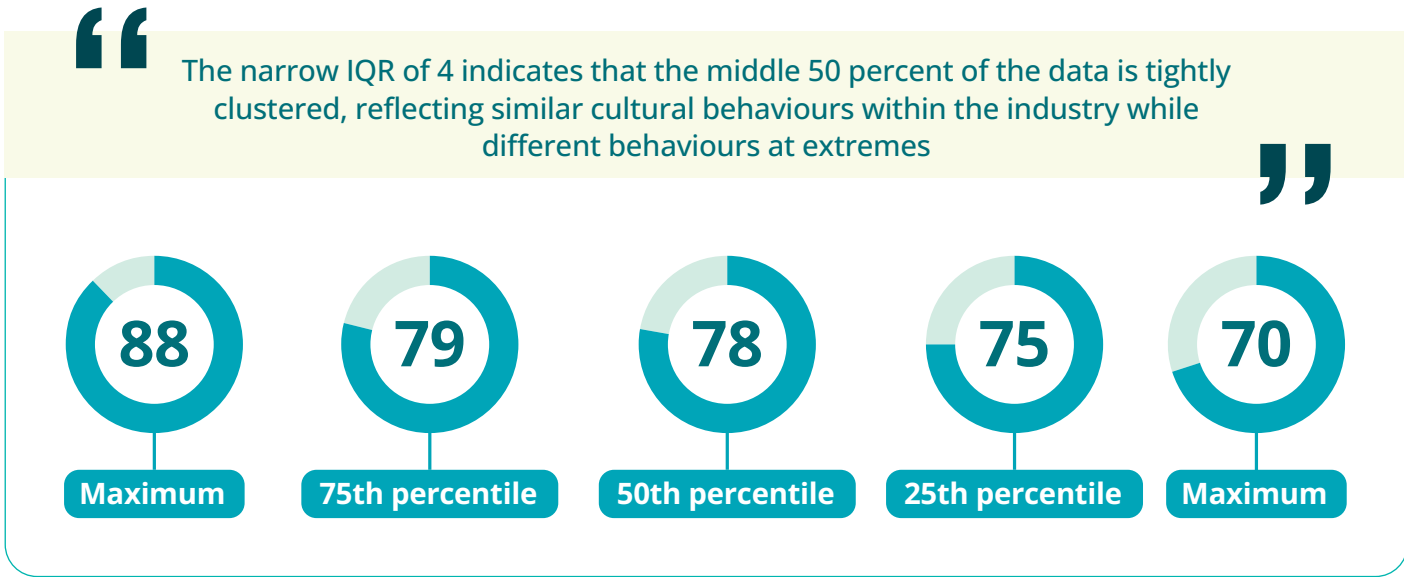
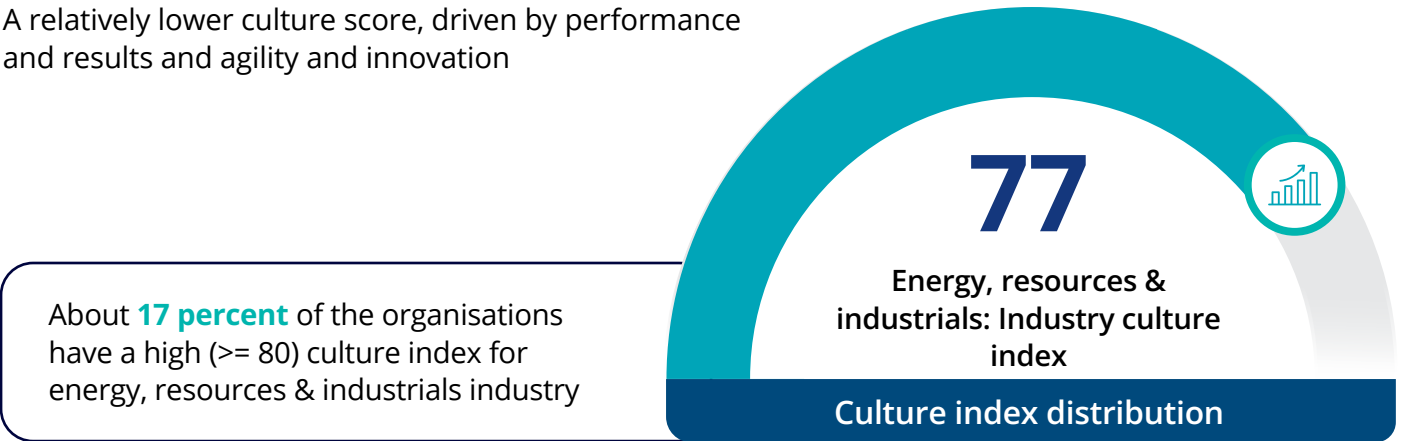
Key themes across organisations exhibiting lower culture scores

- Bureaucratic barriers  
Old-school, bureaucratic mechanisms hindering timely and effective decisions
- Ineffective HR policies  
Issues in recruitment, lack of transparency and unsupportive management
- Poor work-life balance  
Long hours and rotational shifts lead to employee fatigue
- Biased work environment  
Internal politics, favouritism and biased promotions



Energy, resources and industrials: Industry deep-dive

A relatively lower culture score, driven by performance and results and agility and innovation



- Exposure to new technologies and market-leading projects, enhancing technical expertise
- Focus on diversity and inclusivity to create an equitable work environment
- Slow and hierarchical structures delay innovation and agility
- Inconsistent performance evaluations leading to high turnover

Energy, resources & industrials: Key culture differentiators

A closer look at the most effective practices within the industry and the key challenges driving lower employee perception

- |  |   |
|--|---|
|  <b>Inclusive culture</b><br>A supportive, inclusive and open culture where employees feel valued                           |  <b>Employee well-being</b><br>Comprehensive wellness programmes, including health insurance and mental well-being |
|  <b>Innovation and technology</b><br>Exposure to cutting-edge technologies and opportunities to work on innovative projects |  <b>Career development and growth</b><br>Opportunities for skill improvement and career advancement                |

Key themes across organisations exhibiting higher culture scores

Key themes across organisations exhibiting lower culture scores

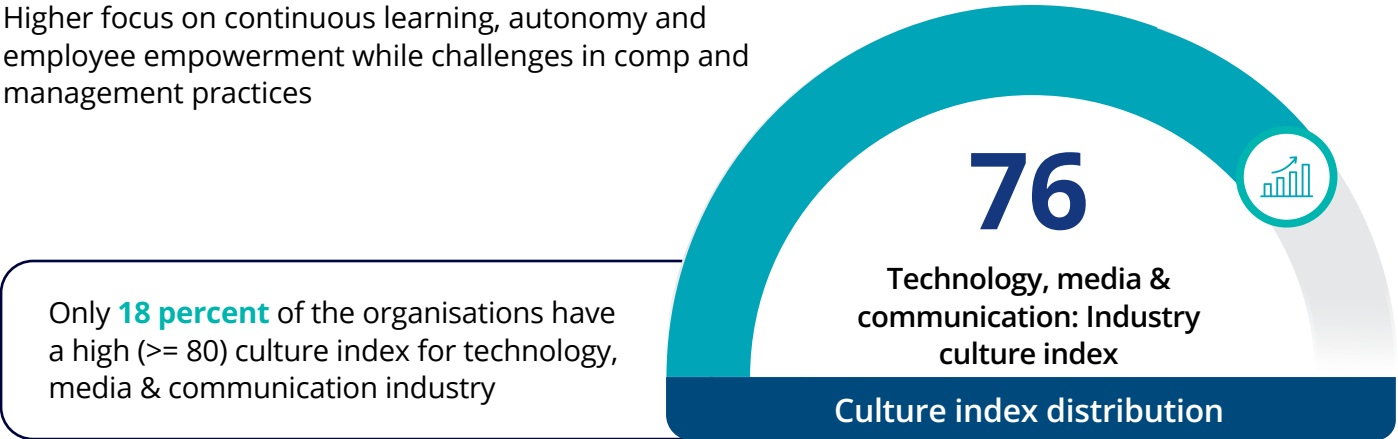
- |   |  |
|---|--|
|  <b>Poor management</b><br>Poor leadership, unclear vision and unprofessional management |  <b>Lack of structure</b><br>Poorly communicated policies, particularly in relation to performance appraisals |
|  <b>Overwork without reward</b><br>Extended hours with no overtime pay or recognition    |  <b>Inadequate compensation</b><br>Stagnant salaries, low market competitiveness and minimal pay growth       |



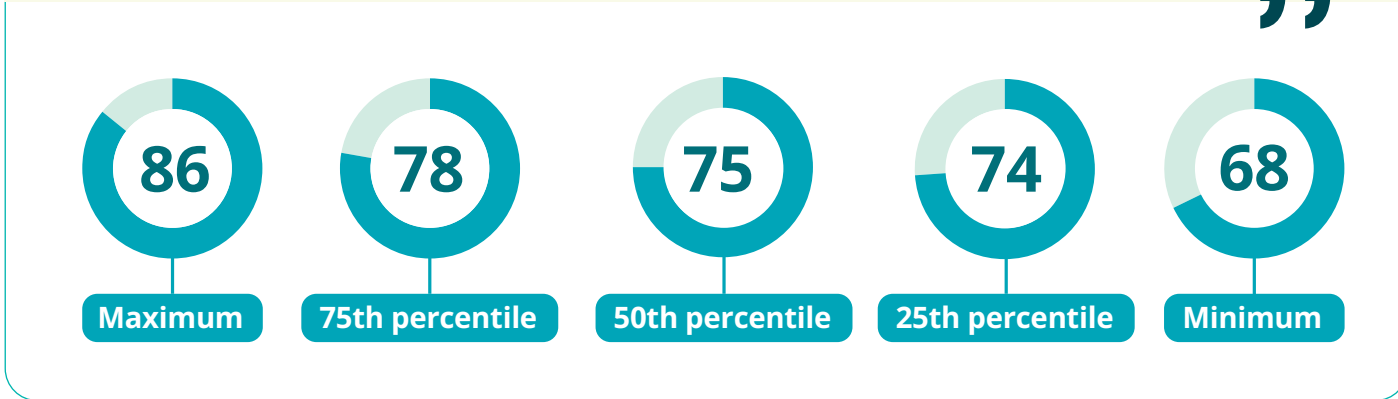


Technology, media & communication: Industry deep-dive

Higher focus on continuous learning, autonomy and employee empowerment while challenges in comp and management practices



“An almost negligible difference between the 25th percentile and 50th percentile for this industry showcases higher accumulation and similar behaviours of the laggards”



Technology, media & communication: Key culture differentiators

A closer look at the most effective practices within the industry and the key challenges driving lower employee perception

- Adaptive work culture**  
Hybrid work options, flexible hours and a balanced workplace culture
- Employee empowerment and autonomy**  
Freedom to take ownership, make decisions and grow in a supportive environment
- Exposure and mentorship**  
Rapid growth through new technologies, challenging roles and mentorship
- Diverse project opportunities**  
Diverse projects, on-site opportunities, challenging roles and extensive exposure

Key themes across organisations exhibiting higher culture scores

Key themes across organisations exhibiting lower culture scores

- Bureaucracy and slow decision-making**  
Slow, hierarchical decision-making processes, rigid policies and lack of autonomy
- Unfavorable work environment**  
Internal politics, micro-management and no management support
- Limited career growth**  
Slow career progression and lack of opportunities for advancement
- Low compensation and salary hikes**  
Non-competitive pay and minimal salary increases



Leaders

Laggards

# Influence on financial metrics



## Assess impact of culture on financial performance

Organisation culture has significant impact on some of the key financial metrics, resulting in improved business outcomes

Does an organisation's culture influence its financial performance?

High correlation

Total Shareholder Return (TSR)

Return on Equity (ROE)

Return on Assets (ROA)

Net Profit Margin %

Free Cash Flow

Medium/Low correlation

Earnings Before Interest and Taxes (EBIT)

Revenue

Price-to-Earnings Ratio

Debt-to-Equity Ratio

Analytical insights\*

A strong positive correlation exists between culture and TSR, as organisations with a positive culture enhance employee productivity and morale, foster continuous innovation and create a differentiated market position, ultimately increasing shareholder returns.

A strong positive correlation exists between culture and Free Cash Flow, as firms with positive cultures benefit from improved access to external financing. Supported by studies, this reduced reliance on internal funds for investments allows for greater financial flexibility and increased free cash flow.

A strong positive correlation exists between culture and net profit margin percentage, as organisations with good culture can achieve higher productivity, lower costs and higher customer satisfaction.








# Conclusion and way forward



## Conclusion and way forward

Focusing on the aspects below can help improve employee perception and satisfaction across organisations and industries

-  **Revamp employee rewards and benefits structure** to maximise employee perceived value and minimise disparities
-  **Redesign complex processes**, keeping employee experience and organisation agility at the core
-  **Build microcultures of autonomy and trust** within teams to promote talent productivity and engagement
-  **Even though there is an inherent focus on skill development, it can be enhanced with** hyper-personalised skilling along with on-the-job application opportunities
-  **Identify and eliminate unconscious bias across different layers** in the organisation to promote transparent and unbiased talent processes and decision-making

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