Diversity, Equity & Inclusion Benchmarking Survey

European Data Sheet

1121+ Corporate Respondents
19+ Countries
26+ Industries
Global organisations have publicly declared their commitment to Diversity, Equity & Inclusion (DE&I) for some time now, but how have they translated strategy into execution and what impact is it having on the employee experience? PwC’s DE&I Benchmarking Survey finds out.

**Diversity is still a barrier to progression**

European organisations are struggling with helping translate DE&I strategy into action. While DE&I is a stated value or priority area for 85% of organisations, 31% of respondents still feel diversity is a barrier to employee progression at their organisation.

**Few DE&I programmes reach full maturity**

Only 3% of surveyed European organisations’ DE&I programmes reach the highest level of maturity when assessed against the four dimensions of PwC’s DE&I maturity model.

1. Understanding the Facts of Today (UFT): Initiating a continuous data-driven process for understanding the facts of what’s happening in the organisation today
2. Building an Inspirational Strategy (BIS): Creating a business-focused vision and strategy for DE&I that reflects the reality of today and the real potential of tomorrow
3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational DE&I strategy by articulating the business case and establishing supportive governance
4. Creating Sustainable Movement (CSM): Executing the DE&I strategy across all elements of the business

**DE&I programme goals**

While close to half the organisations surveyed (49%) leverage their DE&I programme to attract talent, a much smaller percentage (20%) are connecting them directly to achieve business results, such as innovation or improved financial performance.

The primary objective of DE&I is...

- 1% Support local social justice movements
- 11% Comply with legal requirements
- 14% Enhance external reputation
- 20% Achieve business results
- 49% Attract and retain talent

**Programme oversight**

While DE&I survey data indicates that having a DE&I leader that is a peer to the C-Suite is one of the biggest differentiators between organisations where diversity is not considered a barrier to progression and those where it is, only 16% of organisations have adopted this programme structure.

The DE&I programme leader is...

- 16% Peer to C-Suite
- 32% Staff with non-D&I responsibilities
- 33% Reports to senior executives
- 20% No D&I leader in place

Source: PwC: Global DE&I Data, July 2022 based on ~6,000 responses across 52+ countries and 26+ industries

*Percentages do not add up to 100% as some respondents opted out of questions which did not allow for them to be fully assessed against certain dimensions of the maturity model.*
Accountability for DE&I results

Tasking leaders with specific DE&I goals is key to driving results. Despite this, just under a third of European organisations have adopted this practice (30%) and fewer are tracking progress or holding leaders accountable for meeting goals.

How does your organisation drive accountability for DE&I results?

- Leaders are tasked with specific DE&I goals: 30%
- Leaders’ progress toward meeting their DE&I goals is measured: 18%
- DE&I goals influence performance evaluation and compensation outcomes for leaders: 12%
- DE&I goals influence performance evaluation and compensation outcomes for all employees: 14%
- None of the above: 32%

Training programmes in place

While unconscious bias training remains a popular type of DE&I training, only 26% of organisations surveyed are going a step further by providing leaders with training on managing diverse populations.

Role of affinity networks/resource groups

While the majority (72%) of European organisations surveyed have affinity groups, they are mostly used to foster networks and execute programmes, rather than to inform decision-making and drive business priorities.

Leveraging data

Driving sustainable change requires effective monitoring efforts. Over half of surveyed organisations track employee demographics, but significantly fewer measure discrepancies in compensation, performance, or promotions based on these attributes.

Source: PwC Global DE&I Data, July 2022 based on ~6,000 responses across 52+ countries and 26+ industries
Take the DE&I Benchmarking Survey

Analyze the maturity of your organisation’s DE&I programme, and see how your organisation compares to others in your region and industry.

pwcresearch.com/uc/DEISurvey/

Additional reading

PwC’s Global Hopes and Fears Survey 2022: Explore key findings on approaching sensitive political and social discussions from PwC’s Workforce Hopes and Fears 2022 survey of 52,000+ workers across 44 countries and territories worldwide.

PwC’s 25th Annual Global CEO Survey: Hear from 4,446 CEOs across 89 countries and territories on reimagining the outcomes that matter, including thinking around race and ethnicity representation rates in their company’s long-term corporate strategy.

For a deeper discussion, contact:

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