

Diversity & Inclusion Benchmarking Survey

European Data Sheet



379 Corporate Respondents

18+ Countries

25 Industries



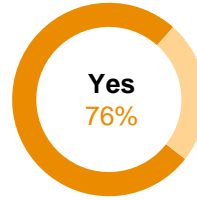
European Data Sheet

Many European organisations have publicly declared their commitment to Diversity & Inclusion (D&I), but how have they translated strategy into execution, and what impact is it having on the employee experience? PwC's D&I Benchmarking Survey seeks to find out.

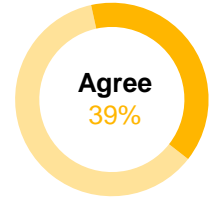
Diversity still a barrier to progression

European organisations are struggling with translating D&I strategy into action. While D&I is a stated value or priority area for 76% of organisations, 39% of respondents still feel diversity is a barrier to employee progression.

D&I is a stated value or priority



Diversity is a barrier to progression at my organisation



Few D&I programmes reach full maturity

Only 3% of European organisations' D&I programmes reach the highest level of maturity when assessed against the four dimensions of PwC's D&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 D&I that reflects the reality of today and the real potential of tomorrow

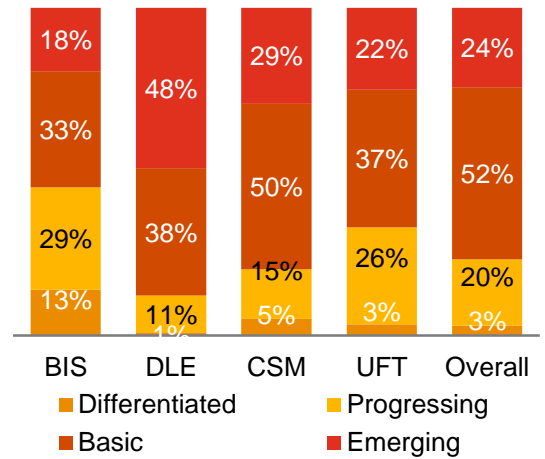


3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational D&I strategy by articulating the business case and establishing supportive governance



4. Creating Sustainable Movement (CSM): Executing the D&I strategy across all elements of the business

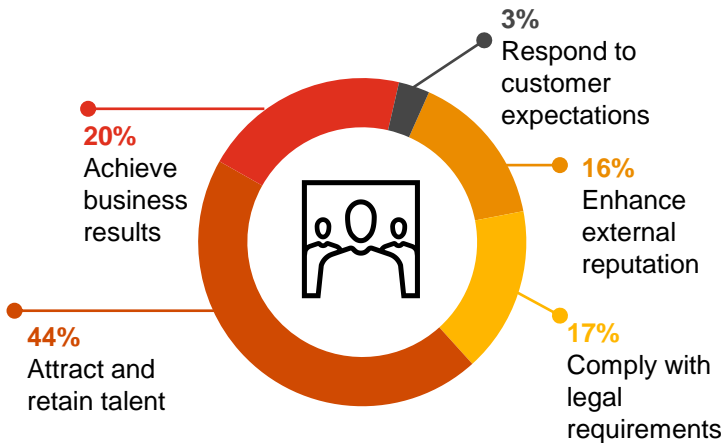
Degree of programme maturity



D&I programme goals

While half the organisations surveyed leverage their D&I programmes to attract talent or comply with legal requirements, a much smaller percentage (20%) are connecting them directly to the achievement of business results, such as innovation or improved financial performance.

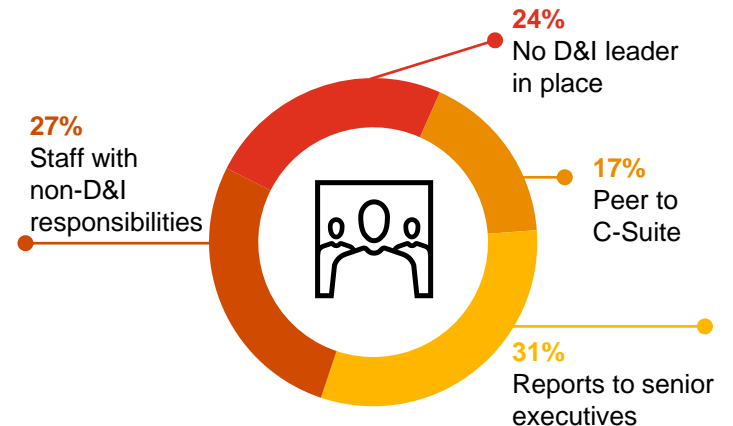
The primary objective of D&I is to...



Programme oversight

While D&I survey data indicates that having a C-Suite D&I leader is one of the biggest differentiators between organisations where diversity is not considered a barrier to progression and those where it is, only 17% of organisations have adopted this programme structure.

The D&I programme leader is...





Accountability for D&I results

Tasking leaders with specific D&I goals is key to driving results. Despite this, only a quarter of European organisations have adopted this practice, and fewer are tracking progress or holding leaders accountable for meeting goals.

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

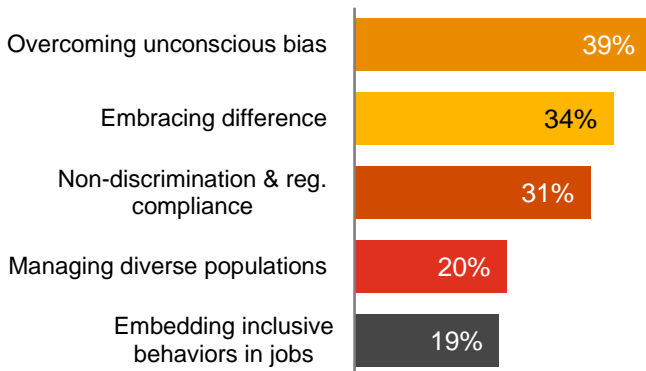
Leaders are tasked with specific D&I goals	25%
Leaders' progress toward meeting their D&I goals is measured	17%
D&I goals influence performance evaluation and compensation outcomes for leaders	10%
D&I goals influence performance evaluation and compensation outcomes for all employees	9%
None of the above	39%



Training programmes in place

While unconscious bias training remains a popular type of D&I training, only a fifth of organizations are going a step further by providing leaders with training on managing diverse populations or on embedding inclusive behaviours in jobs.

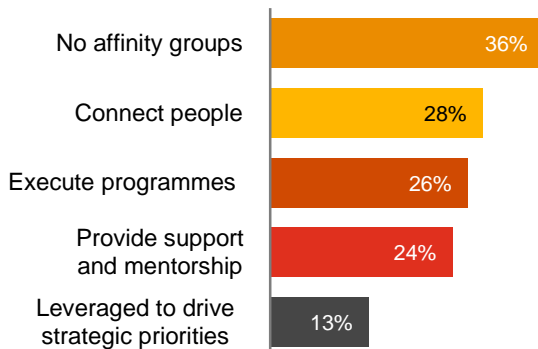
Training programmes focus on...



Role of affinity networks/ resource groups

While the majority (64%) of European organisations have affinity groups, they are mostly used to foster networks and execute programmes, rather than to inform decision-making and drive business priorities.

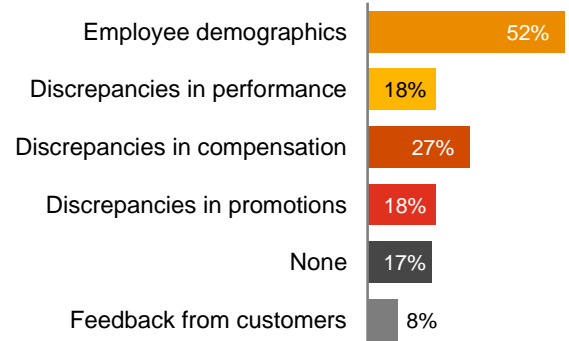
Affinity groups at my organisation...



Leveraging data

Driving sustainable change requires effective monitoring efforts. Most organisations track employee demographics (e.g., gender), but significantly less measure discrepancies in compensation, performance, or promotions based on these attributes.

My organisation gathers and analyses the following types of data



Take the D&I Benchmarking Survey

Diagnose the maturity of your organisation's D&I programme, and see how your organisation compares to others in your region and industry.



pwc.com/diversity-survey



Additional reading

[Preparing for tomorrow's workforce today](#): How we work, the place of work within our lives and even what we mean by work are being transformed. What are organisations doing to prepare? And where do they need to step up?

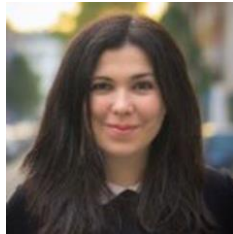
[Out to Succeed](#): Find out what high potential LGBT+ employees want from employers. Are businesses delivering? What more should organisations do to enable LGBT+ talent to succeed?

[Mandatory UK Gender Pay Reporting](#): What do gender pay disclosures tell us? Through first year of required gender pay reporting, we are able to get a detailed sense of the gender pay gap that sits within the UK's key employers.

For a deeper discussion, contact:



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