Diversity & Inclusion Benchmarking Survey

European Data Sheet

- 970+ Corporate Respondents
- 19+ Countries
- 26 Industries
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 finds out.

Diversity still a barrier to progression

European organisations are struggling with helping translate D&I strategy into action. While D&I is a stated value or priority area for 76% of organisations, 33% of respondents still feel diversity is a barrier to employee progression.

Few D&I programmes reach full maturity

Only 2% of surveyed 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

D&I programme goals

While more than half the organisations surveyed (60%) leverage their D&I programme to attract talent or comply with legal requirements, a much smaller percentage (19%) 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...

- 46% Attract and retain talent
- 19% Achieve business results
- 15% Enhance external reputation
- 14% Comply with legal requirements
- 6% Respond to customer expectations

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 14% of organisations have adopted this programme structure.

The D&I programme leader is...

- 25% No D&I leader in place
- 14% Peer to C-Suite
- 33% Staff with non-D&I responsibilities
- 28% Reports to senior executives

Source: PwC: Global D&I Data, 06/09/2021 based on 970+ responses across 19+ 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 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 (25%) and fewer are tracking progress or holding leaders accountable for meeting goals.

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

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders are tasked with specific D&amp;I goals</td>
<td>25%</td>
</tr>
<tr>
<td>Leaders’ progress toward meeting their D&amp;I goals is measured</td>
<td>14%</td>
</tr>
<tr>
<td>D&amp;I goals influence performance evaluation and compensation outcomes for leaders</td>
<td>10%</td>
</tr>
<tr>
<td>D&amp;I goals influence performance evaluation and compensation outcomes for all employees</td>
<td>10%</td>
</tr>
<tr>
<td>None of the above</td>
<td>40%</td>
</tr>
</tbody>
</table>

Training programmes in place

While unconscious bias training remains a popular type of D&I training, only 19% of organisations surveyed 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...

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Non-discrimination &amp; regulatory compliance</td>
<td>33%</td>
</tr>
<tr>
<td>Embracing difference</td>
<td>30%</td>
</tr>
<tr>
<td>Overcoming unconscious bias</td>
<td>42%</td>
</tr>
<tr>
<td>Managing diverse populations</td>
<td>19%</td>
</tr>
<tr>
<td>Embedding inclusive behaviors</td>
<td>17%</td>
</tr>
</tbody>
</table>

Role of affinity networks/resource groups

While the majority (66%) 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.

My organisation gathers and analyses the following types of data...

<table>
<thead>
<tr>
<th>Data Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee demographics</td>
<td>49%</td>
</tr>
<tr>
<td>Discrepancies in performance</td>
<td>16%</td>
</tr>
<tr>
<td>Discrepancies in compensation</td>
<td>24%</td>
</tr>
<tr>
<td>Discrepancies in promotions</td>
<td>17%</td>
</tr>
<tr>
<td>Feedback from customers</td>
<td>7%</td>
</tr>
<tr>
<td>None</td>
<td>20%</td>
</tr>
</tbody>
</table>

Source: PwC: Global D&I Data, 06/09/2021 based on 970+ responses across 19+ countries and 26 industries.
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

Hopes and fears 2021: In one of the largest global surveys of workers, people revealed a mostly optimistic story, but one with some concerning undercurrents, including 50% stating they have been held back by discrimination at work. Access the full report to find out more.

A remarkable thing could happen as we return to work: This report details why 2021 will be a pivotal moment for leaders as they connect in new ways with their employees and society.

For a deeper discussion, contact:

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Source: PwC: Global D&I Data, 06/09/2021 based on 970+ responses across 19+ countries and 26 industries.
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