

Diversity & Inclusion Benchmarking Survey

**European
Data Sheet**



970+ Corporate Respondents

19+ Countries

26 Industries



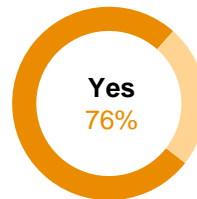
European Data Sheet

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 finds out.

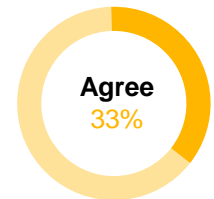
Diversity still a barrier to progression

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.

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 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

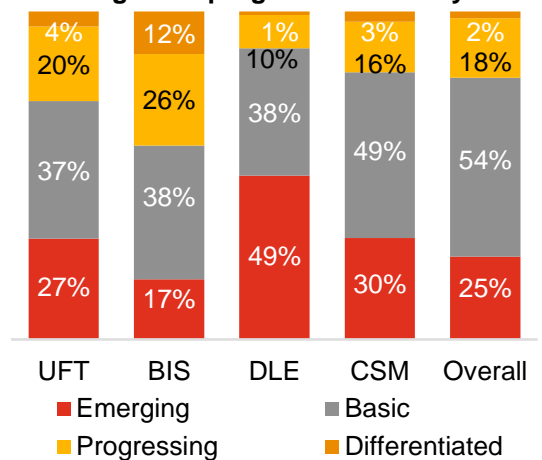


3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational D&I strategy by articulating the business case and establishing supportive governance



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

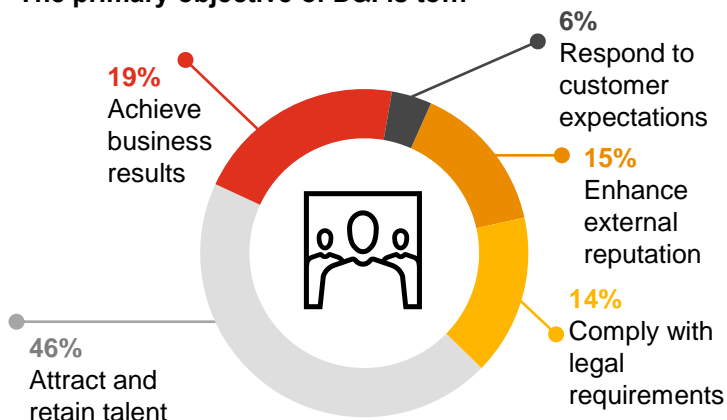
Degree of programme maturity¹



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.

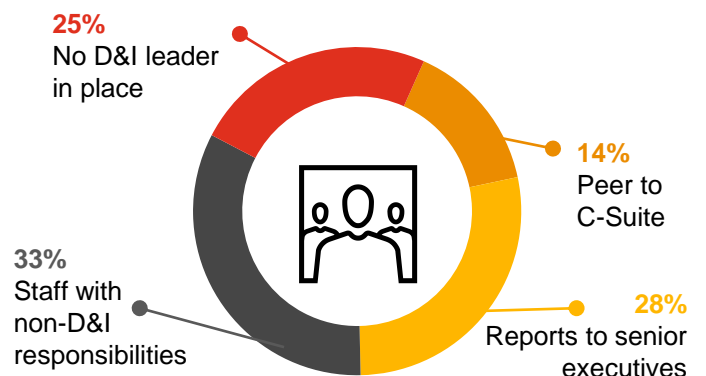
The primary objective of D&I is to...



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...



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

¹Percentages 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?

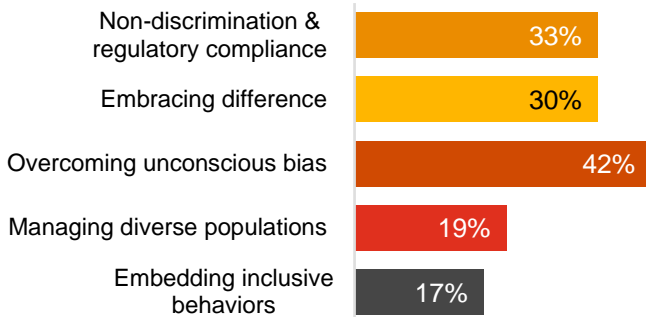
Leaders are tasked with specific D&I goals	25%
Leaders' progress toward meeting their D&I goals is measured	14%
D&I goals influence performance evaluation and compensation outcomes for leaders	10%
D&I goals influence performance evaluation and compensation outcomes for all employees	10%
None of the above	40%



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.

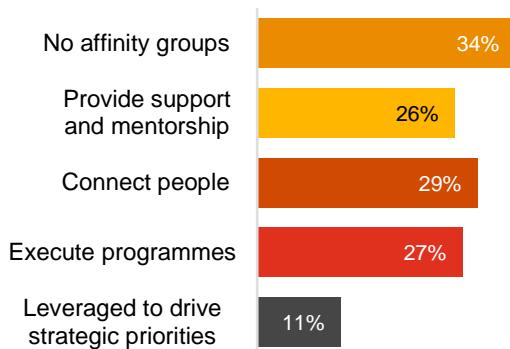
Training programmes focus on...



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.

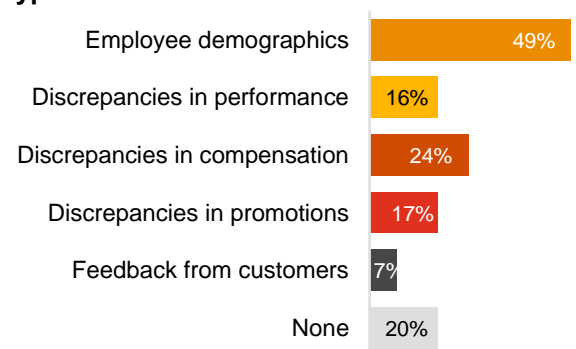
Affinity groups at my organisation...



Leveraging data

Driving sustainable change requires effective monitoring efforts. Most organisations track employee demographics (e.g., gender), but significantly fewer 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

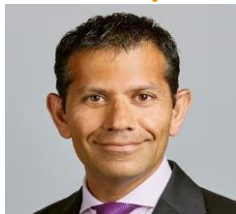


Additional reading

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:



Bhushan Sethi
Joint Global Leader, People & Organisation,
PwC United States
Tel: +1 917 863 9369
bhushan.sethi@pwc.com



Katy Bennett
Director, People & Organisation,
PwC UK
Tel: +44 207 213 5168
katy.e.bennett@pwc.com



Taylor Goodman
Director, People & Organisation, PwC United States
Tel: +1 216 570 1169
taylor.goodman@pwc.com

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

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