

Diversity, Equity & Inclusion Benchmarking Survey

**European
Data Sheet**



1121+ Corporate Respondents

19+ Countries

26+ Industries



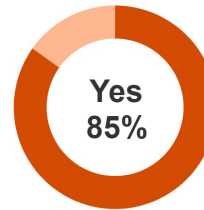
European Data Sheet

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.

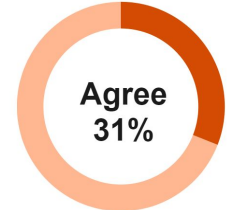
Diversity is still a barrier to progression

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.

DE&I is a stated value or priority



Diversity is a barrier to progression at my 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

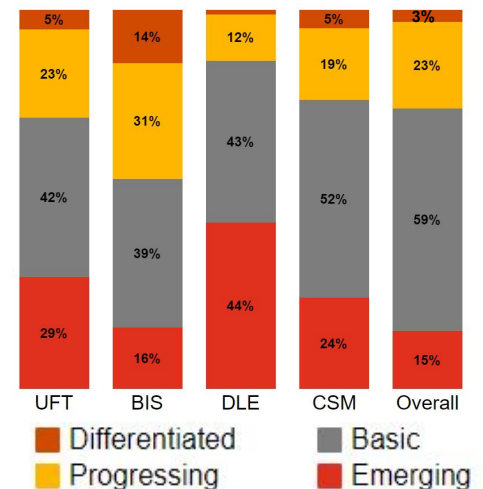


3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational DE&I strategy by articulating the business case and establishing supportive governance



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

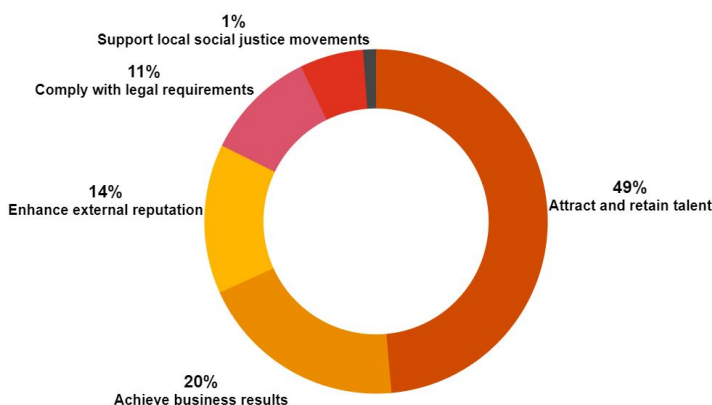
Degree of programme maturity¹



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.

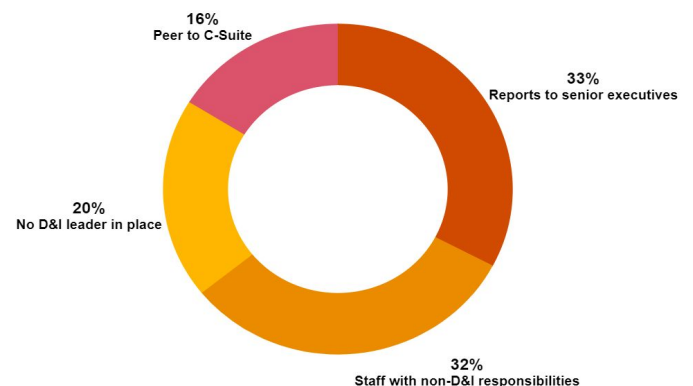
The primary objective of DE&I is to...



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...



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

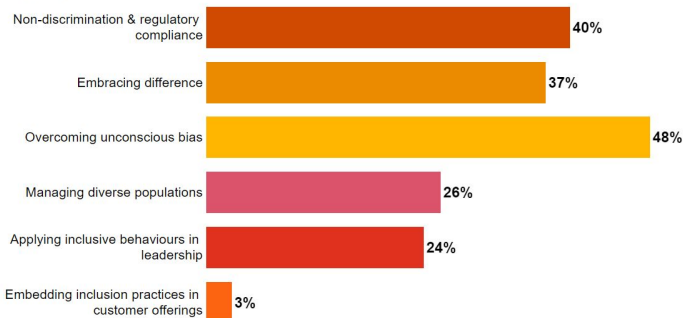
Leaders are tasked with specific DE&I goals	30%
Leaders' progress toward meeting their DE&I goals is measured	18%
DE&I goals influence performance evaluation and compensation outcomes for leaders	12%
DE&I goals influence performance evaluation and compensation outcomes for all employees	14%
None of the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

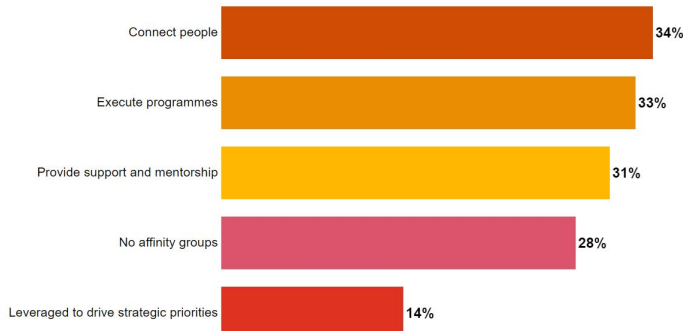
Training programmes focus on...



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.

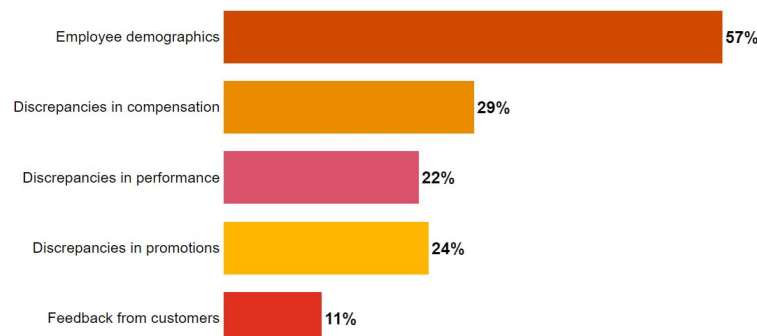
Affinity groups at my organisation...



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.

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



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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