

Diversity & Inclusion in Organisations

What's holding you back and what will take you further.

ABOUT THE SURVEY

Based on a global study by the Cegos Group, with insights from:



5,537
employees

438
HR professionals

10
countries across Europe, Asia and Latin America

Organisations with more than **50** employees

IMPACT ON THE WORKPLACE

Discrimination is still part of daily working life:

66%

of employees experienced it personally

77%

witnessed it happening to others

Discrimination harms wellbeing and team spirit:



1 in 3 employees says it affects the work atmosphere

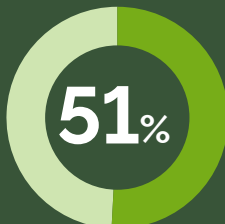


9 in 10 HR professionals agree

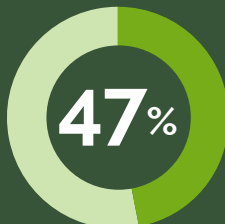
Top toxic behaviors identified by HR professionals:



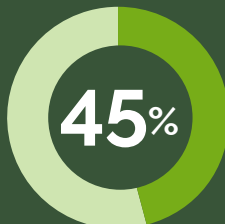
Sexist comments



Strong political or union opinions



Racist comments



Appearance-based judgments

COMMITMENT VS. REALITY

Strong intentions, but implementation gaps remain:



98%

of HR acknowledge workplace discrimination

81%

aim to maintain or accelerate D&I efforts

24%

say political or social trends have slowed progress

42%

of employees see their manager as a true ally

59%

of managers are trained on unconscious bias

WHAT DRIVES PROGRESS?

Top 3 drivers for inclusive workplaces:



Zero-tolerance policy



Exemplary leadership



Inclusive culture



Quotas policies supported by:



64%

of employees

75%

of HR professionals

INCLUSIVE MANAGERS: WHAT MATTERS MOST

Top 4 soft skills to develop (according to employees):



LISTENING

45%

of employees

EMPATHY & KINDNESS

42%

of employees

TOLERANCE

37%

of employees

OPENNESS TO OTHERS

35%

of employees

WHAT'S MISSING?

Leadership and measurement often fall short:



Culture of active support is only emerging (40% of employees)



Just 25% of HR say managers are truly engaged in resolving D&I conflicts.



Tracking progress remains overlooked, just 10% of employees mention it.

Inclusion must be lived, not just declared.

It takes consistent action, visible leadership, and the right skills to foster trust and equity. Managers and HR need training and guidance to drive real change forward.

cegos.com

cegos
Beyond knowledge