

3.3.4 Survey Results

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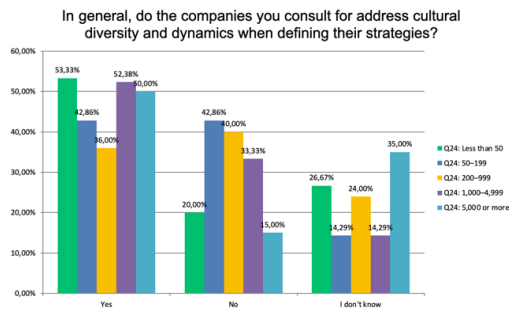
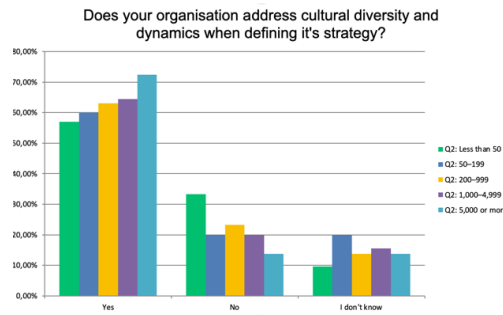
The survey was conducted among 243 in-house employees of organizations and 88 consultants in five countries—France, Germany, Luxembourg, Poland, and Spain—in April 2025.

Cultural diversity as part of strategy

In 4 out of 5 countries more than 50% of the [in-house employees](#) confirmed that their organizations address cultural diversity and dynamics when defining their strategy. In general, across all countries, [the bigger the company](#) the more often it seems to address cultural diversity as part of its strategy. The biggest number of “yes” answers were given in Poland (69%) and the lowest in Luxembourg (25%). In this, Luxembourg was an exception where more than half of respondents (62%) indicated that their company does not address cultural diversity and dynamics in its strategy.

On the other hand, [consultants](#) from Luxembourg are the ones who say that the organizations they consult for most address cultural diversity in their strategies (62%). This contradicts the answers of in-house employees who indicated the opposite position in the same proportion (62%). In general, 45% of consultants across countries believe that organizations address cultural diversity in their strategies, only in Spain the negative answers prevail (45% of “no” against 18% of “yes”). One third say they do not know – probably for the reason of being invited experts.

Interestingly, when it comes to [company size](#), there is a discrepancy between the consultants’ responses and those of in-house employees: most consultants report that small companies (with fewer than 50 employees) are the ones that address cultural diversity in their strategies the most. Consultants more strongly express the view that medium-sized companies tend not to address cultural diversity in their strategies.



Employees

Consultants

How is cultural diversity addressed?

In general, most **in-house employees** in all countries (38%) said it is increasingly addressed in most areas of operations. The second most popular answer (29%) was that it is occasionally addressed in some areas of operations. Breaking this down by country, only in France and in Poland the majority of the in-house employees surveyed said that cultural diversity was addressed systematically in all areas of operations (60% and 50% correspondingly). In other countries only 11-25% of the surveyed believe so. Only in Germany and Spain 3-7% of the participants mentioned that it is rarely addressed, if at all.

Just like the in-house employees, most **consultants** (41%) said that cultural diversity is increasingly addressed in most areas of organizations' operations. Consultants from Spain, however, stand apart with a unanimous (100%) opinion that it is occasionally addressed in some areas of operations (house employees in Spain chose this answer in 37% of cases). Only consultants from Germany, just like in-house employees from this country, mentioned that cultural diversity is rarely addressed if at all (11% of consultants and 3% of in-house employees).

The most addressed dimensions of diversity

Age diversity was mentioned by **in-house employees** in all countries as a high priority in organizations' diversity strategy (with the average of 68%). It is followed by gender diversity (average of 60%).

Most consultants, too, mark age diversity among the highest priorities in organizations (except for Germany where consultants rank it lower than the employees from this country – 44% against 70%). Gender diversity also follows with the average of 65% across countries. However, in Poland, gender is mentioned by only 28% of consultants against 83% of employees.

The answers of house employees and consultants hardly ever coincide except in the case of Luxembourg where both groups of respondents unanimously (100%) declare multilingualism as the dimension reflected in organizations' strategies. It is most probably explained by the fact that multilingualism is a part of everyday life in this country where 83% of population speak three or more languages⁶.

The answers of in-house employees and consultants in Spain demonstrate the greatest discrepancies – while employees mark 16 dimensions (out of 17 proposed) as addressed in their organizations and name, besides age and gender diversity, also Educational background and Family & caregiving responsibilities (over 50% of respondents mark these two dimensions), the consultants from the same country mark only 8 dimensions out of 17, not mentioning the last two at all. Besides, consultants from Spain demonstrate amazing unanimity – every dimension was chosen by 100% of respondents (in fact, it looks like there may be a computer error in Spanish data, because 100% answers from Spain appear in other questions as well).

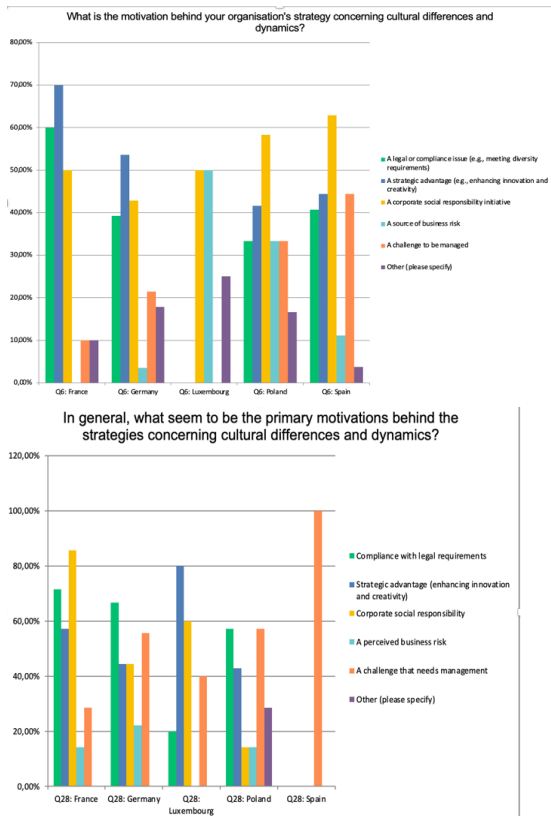
Another noticeable difference lies in the area of most frequently mentioned dimensions of cultural diversity. Employees across the countries mentioned Family & caregiving responsibilities and Educational background twice more often than the consultants (the average of 48-49% against 21-24%).

Motivations

In-house employees believe that the most popular motivation behind organizations' cultural diversity strategies is a corporate social responsibility initiative (mentioned by 53% of all respondents), it is followed by a strategic advantage motivation (48%) and legal compliance (39,5%). There are differences across countries though: while the organization's cultural diversity strategy is seen as a strategic advantage by 70% of employees from France and 54% of those from Germany (with around 44% in Poland and Spain), this dimension wasn't mentioned at all in Luxembourg.

According to consultants, compliance with legal requirements seems to be the primary motivation (55%), followed by a strategic advantage (51%) and corporate social responsibility (48%). Consultants are more prone to say that cultural diversity is a challenge that needs management than house employees (48% against 28%).

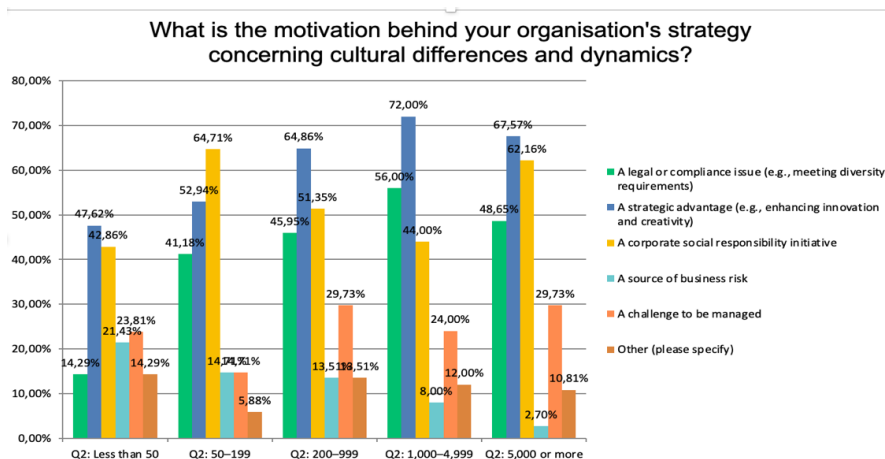
⁶ <https://www.researchluxembourg.org/en/diversity-and-multilingualism-in-luxembourg>



Employees

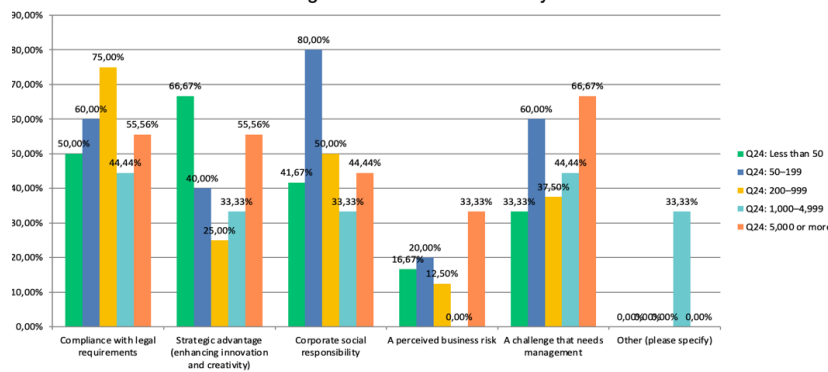
Consultants

When relating motivation to company size, it appears that, according to employees, the larger the company, the more cultural diversity is perceived as a strategic advantage, and the less it is viewed as a source of business risk. Consultants, on the other hand, tend to think the opposite: most believe that cultural diversity is a strategic advantage for small companies, while for large companies, it represents a challenge that requires management.



Employees

In general, what seem to be the primary motivations behind the strategies concerning cultural differences and dynamics?



Consultants

Who drives cultural diversity?

Only 16% of in-house employees and 10% of consultants across countries said there was a dedicated role (DEI officer) in organizations (the highest percent of the participants saying so are in-house employees from Germany (25%)). Dedicated roles are more commonly found in large companies. Luxembourg stands out with 0% saying there is a dedicated role and 75% believing that their organizations have no plans to address this. The most popular answer in general was that it is part of a broader HR or leadership responsibility (38% of employees and 52% of consultants). This approach is most commonly observed in medium-sized companies. At the same time, the most popular answer among in-house employees in Spain (45%) was that all diversity efforts in their organizations are informal. In general, informal efforts are marked by 25-27% of respondents in both groups (employees and consultants).

Importance

Despite, for example, recent events in the US under the influence of the Trump administration, 16% of all employees and 20% of consultants think that the importance of cultural diversity has increased significantly and is now a top priority. Equal shares of 35% believe that it has increased somewhat or remained the same. None among employees said that it has decreased significantly, while among consultants 3% believe so.

How people experience cultural difference

The most frequent answer from the consultants across countries was that Cultural differences sometimes create challenges in teamwork and decision-making (66%) while only 38% of in-house employees believe so. The most popular answer among employees across countries was that people adapt their communication and work styles to enhance collaboration – 45% (against 38% of consultants). Employees in Germany and consultants in Luxembourg marked this answer more often than others.

Employees from Poland and France are more confident than their counterparts from other countries (with more than 30% of answers) that cultural differences are actively considered and leveraged for innovation. Consultants from France agree with their fellow-countrymen, while consultants from Poland surprisingly do not – 0% chose this answer.

Luxembourg employees (31%) notably prefer the answer that cultural differences do not play a significant role in daily work (though only 12% of Luxembourg consultants agree with this).

Assessment

An absolute majority of **employees** in all countries say that their organizations do not assess the management of its cultural diversity using any formal methods (66%) or at least they don't know about it (22%). Unexpectedly, in the light of other answers, Luxembourg agreed in the largest proportion (25%) with this question, whereas the same position only receives 4% of positive answers in Spain and 17% in Poland.

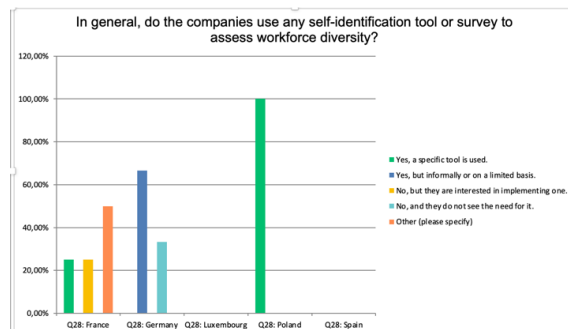
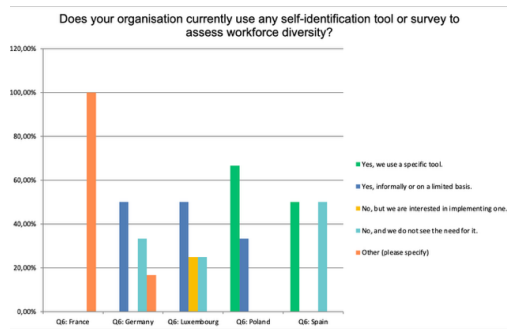
Consultants agree that most organisations have no formal assessment methods in place – “no” and “I don't know” make 86% of all answers across countries.

When used, the formal methods measure different things in all countries, according to **employees**:

- In France it's exclusively “Readiness to operate in an international environment or multicultural context” (French **consultants** believe so too);
- In Spain it's “Readiness to operate in an international environment or multicultural context” and “Level of intercultural competence of employees” (0 answers from consultants);
- In Poland it's mostly “Opinions of employees on how the organisation manages cultural diversity” (Polish consultants are sure (all answers are chosen by 100%) that these methods focus on all aspects except “Readiness to operate in an international environment or multicultural context”);
- In Germany “Organisational benchmarks against other organisations” prevail
- While in Luxembourg it's “Level of cultural awareness in the organization” but also all other aspects too (0 answers from consultants though).

Only in Poland and Spain organizations use a specific self-identification tool to assess workforce diversity, according to employees (Polish consultants totally agree with their fellow-countrymen, while Spanish consultants did not answer this question at all). Employees in Poland, Germany and Luxembourg say they assess workforce diversity informally or on a limited basis (only German consultants agree).

Only Luxembourg employees and French consultants answered “No, but we are interested in implementing such a tool” while the answer “No and we don't see the need for it” was quite common among the employees in Spain, Germany and Luxembourg and consultants in Germany.



Employees

Consultants

Organizations' maturity in managing cultural diversity

Generally, the most frequent answer to this among **employees** was “We recognize the importance but lack a structured approach” (34%) followed by “We do not actively address cultural diversity” (25%) and “We have some initiatives, but they are not yet strategic or integrated” (25%). **Consultants** across countries give approximately the same answers.

There appears to be a huge difference in opinions between employees and consultants in the question of companies' **strategies** – between 6 and 8% of **employees** said that their organizations had a “clear strategy with structured processes and monitoring” or had “cultural diversity fully embedded in their culture and strategy” (Luxembourg employees gave the biggest number of answers of this kind – 18%). While the **consultants'** opinion is the opposite – not a single consultant from any of the countries (0%) said that “Cultural diversity is fully embedded in companies' cultures and strategies” and only 6% (all of them in Poland) believe that “They have a clear strategy with structured processes and monitoring”.

Motivations to participate in a cultural diversity assessment

The most popular motivations, according to in-house employees across all 5 countries, are:

- 1) Gaining a competitive advantage (44%)
- 2) Improving collaboration in diverse teams (40%)
- 3) Aligning with corporate social responsibility (CSR) goals (33%)

Consultants agree in general, just believing more strongly in the motivation of “Improving collaboration in diverse teams” (64%).

Areas of improvement

For employees	For consultants
1) Strategy (52%)	1) Building a more inclusive culture (64%)
2) HR policies (47%)	2) Communication (64%)
3) Communication (45%)	3) Strategy (63%)

Interest in testing our self-assessment tool

In all countries except Spain there were more employees who agreed to test our self-assessment tool than those who said they were not interested (56% against 44% in general). Among the consultants the average of 79% across countries showed interest in the tool.