

Embedding Inclusion in Europe's Semiconductor Strategy: Insights from ECDA

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The Hidden Problem in Europe's Semiconductor Strategy

We're scaling factories not inclusion.

‘Women occupy only 22% of all tech roles across Europe, and it’s even lower in the chips sector.’

(Sources: McKinsey “Women in tech: The best bet to solve Europe’s talent shortage” 2023)



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ECDA DEI Report 2025

Europe's first evidence-based DEI deep dive for semiconductors



Sector-wide survey data

Comprehensive quantitative analysis across the European semiconductor industry



Executive interviews

In-depth conversations with C-suite leaders throughout Europe



Early-career focus groups

Direct insights from emerging professionals navigating the sector



Culture & talent systems

Real-time insight into inclusion, belonging, and development pathways



Progress mapping

Identifying where advancement is occurring, and where systemic barriers persist

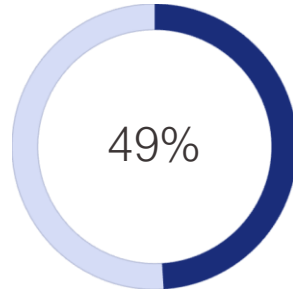
This is the foundation for everything you'll see next. The most rigorous examination of DEI in European semiconductors to date.



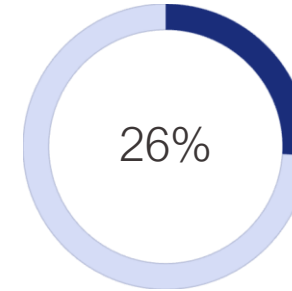
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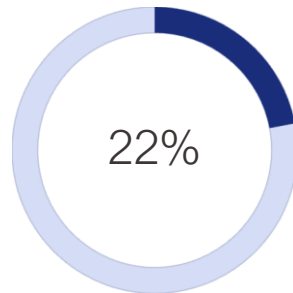
The Inclusion Gap



Said innovation exceeds expectations
Technical excellence remains strong



Early-career staff experience DEI daily
Theory doesn't translate to practice



Said talent pipeline meets expectations
Development systems underperform

A 27-point gap between innovation and people development

We're exceptionally strong at innovation today, but dangerously weak at preparing tomorrow's talent. The disparity isn't just concerning; it threatens our competitive future.

What We Heard Across Europe

Inconsistent DEI presence

Frameworks exist in policy documents, but don't materialise consistently in daily team interactions, meetings, or decision-making processes.

International colleague barriers

Professionals from outside Europe navigate language speed differences, cultural references they don't share, and unspoken norms that create invisible exclusion.

Efficiency over inclusion

Some teams continue to prioritise operational speed and efficiency at the expense of inclusive behaviours, creating environments where certain voices are marginalised.

Disproportionate invisible work

Underrepresented groups carry an outsized burden of cultural translation, emotional labour, and advocacy work that goes unrecognised and unrewarded.

The culture wasn't designed with everyone in mind, and it shows.

The Cost of Inaction – What we lose without Systematic Inclusion

Communication Friction

Lost contribution and delayed innovation due to cultural misalignment, unclear expectations, and language barriers that slow collaboration.

Invisible Emotional Labour

Underrepresented groups exhaust energy navigating exclusionary dynamics, advocating for themselves, and educating colleagues which is work that goes uncompensated.

Culture Satisfaction Gap

Only 45% report that organisational culture meets expectations, signalling widespread dissatisfaction with workplace experience.

Future Competitiveness Risk

Today's innovation strength provides no guarantee of tomorrow's performance if we cannot develop, retain, and elevate diverse talent pipelines.

Ignoring inclusion quietly erodes innovation capacity, retention rates, and workforce wellbeing that creates competitive disadvantage.

European Chips Diversity Alliance

The European Chips Diversity Alliance is a Europe-wide initiative working to make the microelectronics sector more inclusive.

Our mission? To ensure the future of chips is built by everyone, not just the few.

Consortium Members



COMENIUS
UNIVERSITY
BRATISLAVA



Multiple organizations united by one purpose: inclusion



Funding: € 1.5M



Duration: 2024 to 2027



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What's Working: Insights from Industry

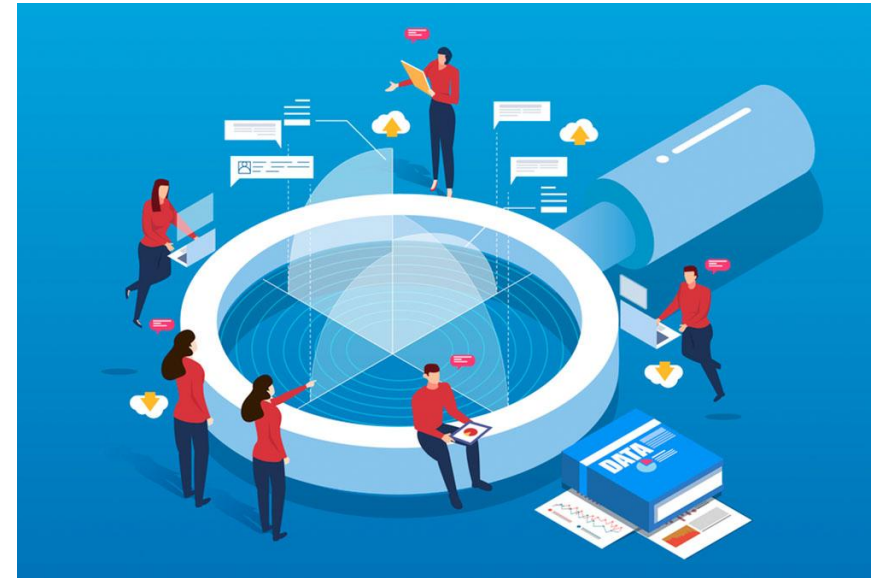


Mentorship and sponsorship are seen as most effective tools.



Partnerships with universities help reach diverse talent early.

Success depends on leadership accountability and systemic change → *“We can’t fill the talent gap if half the population isn’t part of the solution.”*



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What Makes ECDA Different?

-  Mission-driven: Built around a shared commitment to inclusion, and opportunity for all
-  Collaborative by design: Unites diverse partners across industry, education, and policy for impact
-  Action-oriented: Focused on practical initiatives, not just ideas, with programs for real change
-  Championing visibility: Amplifies voices and stories of those leading DEI efforts through recognition
-  Evidence-based: Grounded in research, assessments, and insights to stay relevant and impactful

Empowering Change: ECDA Engagement Programs

To close the gender gap in microelectronics, ECDA empowers underrepresented voices through:

- **Spark Excellence Award** - Honors DEI advocates with industry recognition and visibility
- **European MentorChip Exchange** - Community-based mentoring to support growth and retention
- **Ambassadorship** - Grassroots advocates promoting DEI across education and industry

These programs drive real inclusion, building a diverse and future-ready chips workforce.



Why DEI Reports & Trainings Matter



DEI Reports

- Helps us understand sector-wide trends, identifies systemic barriers, and tracks progress toward equity.



DEI Trainings

- Builds awareness, reduces bias, and empowers professionals to create inclusive environments.

We're not just telling stories, we're changing systems.

These tools are key to lasting impact.



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Join the Movement: Take Action with ECDA



Propose a Mentor or become a Mentee

Support underrepresented talent in chips - or find your own career ally



Become an ECDA Ambassador

Empower inclusive leadership by championing DEI in your community



Host a DEI Training or Workshop

Bring inclusive microelectronics education to your campus or company.



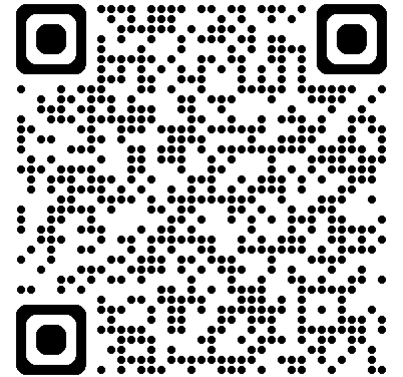
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Get involved. Spread the word. Shape the future.



Change doesn't happen by chance. It happens when we show up - together.



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