Diversity, Equity & Inclusion Benchmarking Survey

APAC Data Sheet

940+ Corporate Respondents
13+ Countries
26+ Industries

PwC
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

Organisations in APAC are struggling to help translate DE&I strategy into action. While DE&I is a stated value or priority area for 88% of organisations, 41% of respondents still feel diversity is a barrier to employee progression at their organisation.

Few DE&I programmes reach full maturity

Only 11% of surveyed APAC 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

DE&I programme goals

Of those surveyed, the largest percentage leverage their DE&I programme to attract and retain talent (38%). Less than a quarter (21%) are connecting them directly to the achievement of business results, such as innovation or improved financial performance.

The primary objective of DE&I is to…

Source: PwC: Global DE&I Data, July 2022 based on ~6,000 responses across 52+ countries and 26+ industries

Programme oversight

While DE&I survey data indicates that having a DE&I leader that is a peer to the C-Suite can be one of the biggest differentiators between organisations where diversity is not considered a barrier to progression and those where it is, only 25% of organisations have adopted this programme structure.

The DE&I programme leader is…
Accountability for DE&I results

Having clear DE&I goals – and holding leaders accountable for achieving them – can be critical to driving successful DE&I programmes. Despite this, under half of the surveyed organisations in APAC have adopted this practice (39%), and fewer measure progress towards the achievement of these goals.

How does your organisation drive accountability for DE&I results?

- Leaders are tasked with specific DE&I goals: 39%
- Leaders’ progress toward meeting their DE&I goals is measured: 32%
- DE&I goals influence performance evaluation and compensation outcomes for leaders: 25%
- DE&I goals influence performance evaluation and compensation outcomes for all employees: 30%
- None of the above: 19%

Training programmes in place

While nearly half of surveyed APAC organisations offer training on embracing difference (49%) and overcoming unconscious bias (46%), fewer offer training on managing diverse population and applying inclusive behaviors in leadership.

<table>
<thead>
<tr>
<th>Training programmes focus on...</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-discrimination &amp; regulatory compliance</td>
<td>41%</td>
</tr>
<tr>
<td>Embracing difference</td>
<td>49%</td>
</tr>
<tr>
<td>Overcoming unconscious bias</td>
<td>46%</td>
</tr>
<tr>
<td>Managing diverse populations</td>
<td>41%</td>
</tr>
<tr>
<td>Applying inclusive behaviours in leadership</td>
<td>41%</td>
</tr>
<tr>
<td>Embedding inclusion practices in customer offerings</td>
<td>0%</td>
</tr>
</tbody>
</table>

Role of affinity networks/resource groups

While the majority (84%) of surveyed organisations in APAC have affinity groups, they are mostly used to execute programmes (e.g. Speaker’s Series), rather than to inform decision-making and drive business priorities.

<table>
<thead>
<tr>
<th>Affinity groups at my organisation...</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Execute programmes</td>
<td>50%</td>
</tr>
<tr>
<td>Connect people</td>
<td>44%</td>
</tr>
<tr>
<td>Provide support and mentorship</td>
<td>41%</td>
</tr>
<tr>
<td>Leveraged to drive strategic priorities</td>
<td>29%</td>
</tr>
<tr>
<td>No affinity groups</td>
<td>16%</td>
</tr>
</tbody>
</table>

Leveraging data

Driving sustainable change requires effective monitoring efforts. Over half of surveyed organisations track employee demographics (e.g., gender), but significantly fewer measure discrepancies in compensation, promotions, or customer feedback based on these attributes.

<table>
<thead>
<tr>
<th>My organisation gathers &amp; analyses the following types of data...</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee demographics</td>
<td>61%</td>
</tr>
<tr>
<td>Discrepancies in compensation</td>
<td>37%</td>
</tr>
<tr>
<td>Discrepancies in performance</td>
<td>38%</td>
</tr>
<tr>
<td>Discrepancies in promotions</td>
<td>30%</td>
</tr>
<tr>
<td>Feedback from customers</td>
<td>30%</td>
</tr>
</tbody>
</table>

Source: PwC: Global DE&I Data, July 2022 based on ~6,000 responses across 52+ countries and 26+ industries
**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.

[Link to survey](pwcresearch.com/uc/DEISurvey/)

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**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.

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Source: PwC: Global DE&I Data, July 2022 based on ~6,000 responses across 52+ countries and 26+ industries

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