

# Diversity, Equity & Inclusion Benchmarking Survey

**APAC**  
Data Sheet



940+ Corporate Respondents

13+ Countries

26+ Industries



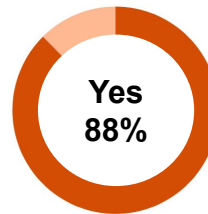
# APAC Data Sheet

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.

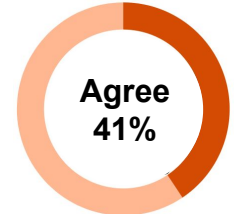
## Diversity is still a barrier to progression

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.

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 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

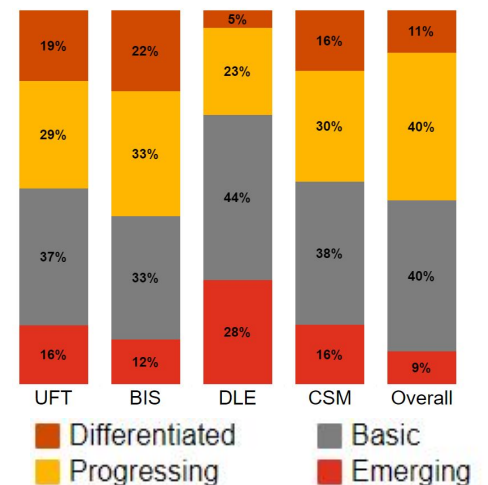


3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational DE&I strategy by articulating the business case and establishing supportive governance



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

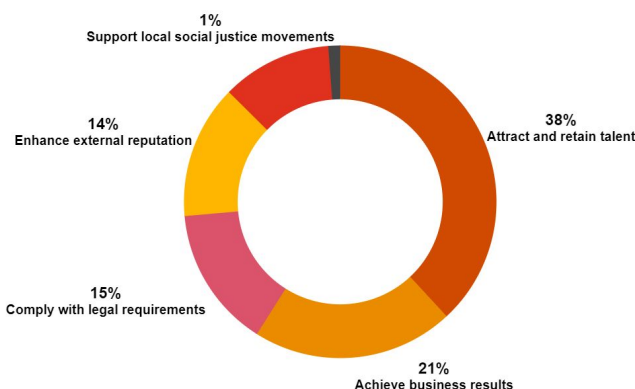
## Degree of programme maturity<sup>1</sup>



## 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.

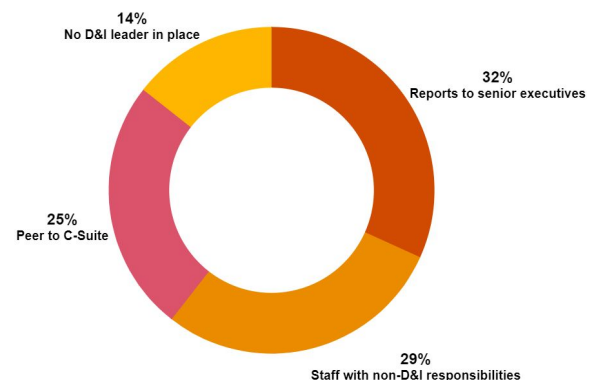
## The primary objective of DE&I is to...



## 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...



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

<sup>1</sup>Percentages 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

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?

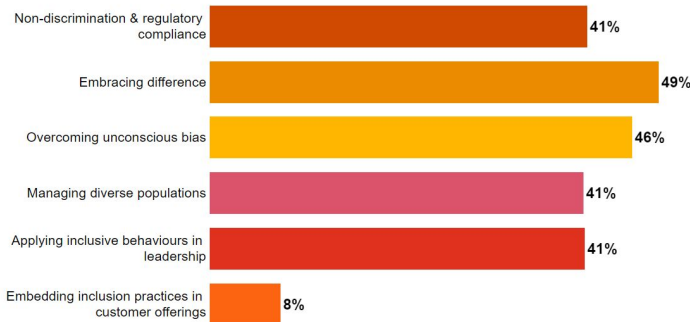
Leaders are tasked with specific DE&I goals	39%
Leaders' progress toward meeting their DE&I goals is measured	32%
DE&I goals influence performance evaluation and compensation outcomes for leaders	25%
DE&I goals influence performance evaluation and compensation outcomes for all employees	30%
None of the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

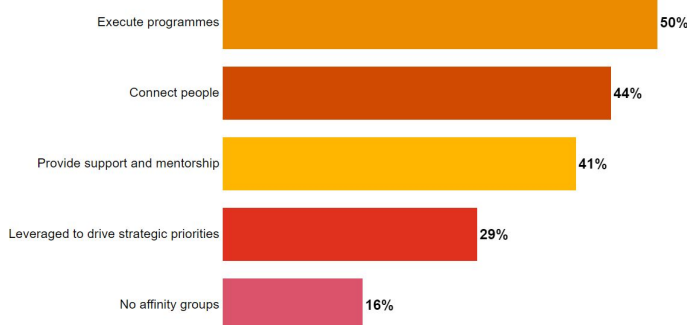
Training programmes focus on...



## 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.

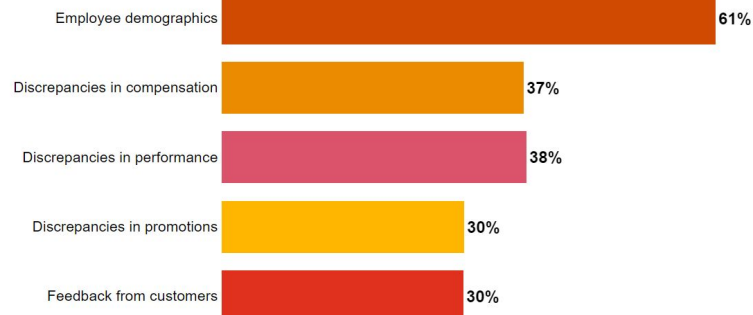
Affinity groups at my organisation...



## 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.

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/](https://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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### For a deeper discussion, contact:



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