Diversity & Inclusion Benchmarking Survey

APAC Data Sheet

- 450+ Corporate Respondents
- 10+ Countries
- 25+ Industries

pwc
Many organisations in APAC have publicly declared their commitment to Diversity & Inclusion (D&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 D&I Benchmarking Survey finds out.

Diversity still a barrier to progression

Organisations in APAC are struggling to help translate D&I strategy into action. While D&I is a stated value or priority area for 75% of organisations, 35% of respondents still feel diversity is a barrier to employee progression.

D&I is a stated value or priority

Yes 75%

Diversity is a barrier to progression at my organisation

Agree 35%

Few D&I programmes reach full maturity

Only 5% of surveyed APAC organisations’ D&I programmes reach the highest level of maturity when assessed against the four dimensions of PwC’s D&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 D&I that reflects the reality of today and the real potential of tomorrow
3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational D&I strategy by articulating the business case and establishing supportive governance
4. Creating Sustainable Movement (CSM): Executing the D&I strategy across all elements of the business

Degree of programme maturity

<table>
<thead>
<tr>
<th></th>
<th>UFT</th>
<th>BIS</th>
<th>DLE</th>
<th>CSM</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emerging</td>
<td>9%</td>
<td>19%</td>
<td>1%</td>
<td>8%</td>
<td>5%</td>
</tr>
<tr>
<td>Progressing</td>
<td>18%</td>
<td>27%</td>
<td>43%</td>
<td>22%</td>
<td>29%</td>
</tr>
<tr>
<td>Differentiated</td>
<td>12%</td>
<td>32%</td>
<td>44%</td>
<td>45%</td>
<td>43%</td>
</tr>
</tbody>
</table>

D&I programme goals

Of those surveyed, the largest percentage leverage their D&I programme to attract and retain talent (47%). Less than a quarter (23%) are connecting them directly to the achievement of business results, such as innovation or improved financial performance.

The primary objective of D&I is to...

- 8% Respond to customer expectations
- 23% Achieve business results
- 9% Enhance external reputation
- 47% Attract and retain talent
- 13% Comply with legal requirements

Programme oversight

While D&I survey data indicates that having a C-Suite D&I leader can be one of the biggest differentiators between organisations where diversity is not considered a barrier to progression and those where it is, only 17% of organisations have adopted this programme structure.

The D&I programme leader is...

- 28% No D&I leader in place
- 17% Peer to C-Suite
- 28% Staff with non-D&I responsibilities
- 26% Reports to senior executives

Source: PwC: Global D&I Data, 06/09/2021 based on 450+ responses across 10+ countries and 25+ industries

*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 D&I results

Having clear D&I goals – and holding leaders accountable for achieving them – can be critical to driving successful D&I programmes. Despite this, just under a third of surveyed organisations in APAC have adopted this practice (29%), and fewer measure progress towards the achievement of these goals.

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

- Leaders are tasked with specific D&I goals: 29%
- Leaders’ progress toward meeting their D&I goals is measured: 17%
- D&I goals influence performance evaluation and compensation outcomes for leaders: 16%
- D&I goals influence performance evaluation and compensation outcomes for all employees: 12%
- None of the above: 34%

Training programmes in place

While nearly half (43%) of surveyed organisations offer training on non-discrimination & regulatory compliance, fewer offer training to leaders on managing diverse populations or on embedding inclusive behaviours in jobs.

Training programmes focus on...

- Non-discrimination & reg. compliance: 43%
- Embracing difference: 38%
- Overcoming unconscious bias: 42%
- Managing diverse populations: 25%
- Embedding inclusive behaviors: 26%

Role of affinity networks/resource groups

While the majority (70%) 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...

- No affinity groups: 30%
- Provide support and mentorship: 31%
- Connect people: 28%
- Execute programmes: 37%
- Leveraged to drive strategic priorities: 18%

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 and analyses the following types of data...

- Employee demographics: 54%
- Discrepancies in performance: 21%
- Discrepancies in compensation: 27%
- Discrepancies in promotions: 20%
- Feedback from customers: 15%
- None: 19%

Source: PwC: Global D&I Data, 06/09/2021 based on 450+ responses across 10+ countries and 25+ industries
Take the D&I Benchmarking Survey

Diagnose the maturity of your organisation’s D&I programme, and see how your organisation compares to others in your region and industry.

pwc.com/diversity-survey

Additional reading

Hopes and fears 2021 - In one of the largest global surveys of workers, people revealed a mostly optimistic story, but one with some concerning undercurrents, including 50% stating they have been held back by discrimination at work. Access the full report to find out more.

A remarkable thing could happen as we return to work - This report details why 2021 will be a pivotal moment for leaders as they connect in new ways with their employees and society.

For a deeper discussion, contact:

Bhushan Sethi
Joint Global Leader, People & Organisation, PwC United States
Tel: +1 917 863 9369
bhushan.sethi@pwc.com

Julie McKay
Partner, Chief Diversity, Inclusion & Wellbeing Officer, PwC Australia
Tel: +61 (7) 3257 54 36
julie.mckay@pwc.com

Taylor Goodman
Director, People & Organisation, PwC United States
Tel: +1 216 570 1169
taylor.goodman@pwc.com

Ryosuke Sasaki
Partner, People & Organisation, PwC Japan
Tel: +81 804 851 8678
ryosuke.sasaki@pwc.com

Source: PwC: Global D&I Data, 06/09/2021 based on 450+ responses across 10+ countries and 25+ industries
© 2021 PwC. All rights reserved. PwC refers to the US member firm, and may sometimes refer to the PwC network. Each member firm is a separate legal entity. Please see www.pwc.com/structure for further details. This content is for general information purposes only, and should not be used as a substitute for consultation with professional advisors.