

Diversity & Inclusion Benchmarking Survey

APAC
Data Sheet



450+ Corporate Respondents

10+ Countries

25+ Industries



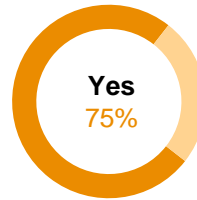
APAC Data Sheet

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.

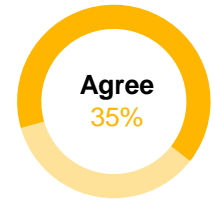
Diversity still a barrier to progression

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



Diversity is a barrier to progression at my organisation



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

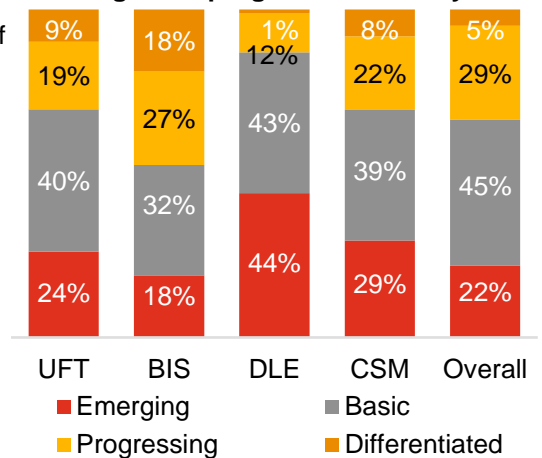


3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational D&I strategy by articulating the business case and establishing supportive governance



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

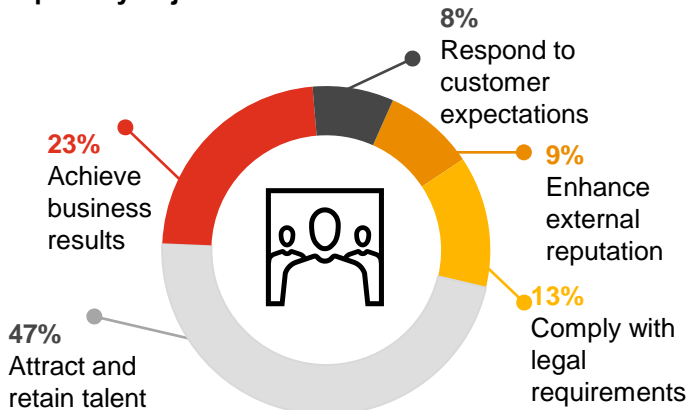
Degree of programme maturity¹



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.

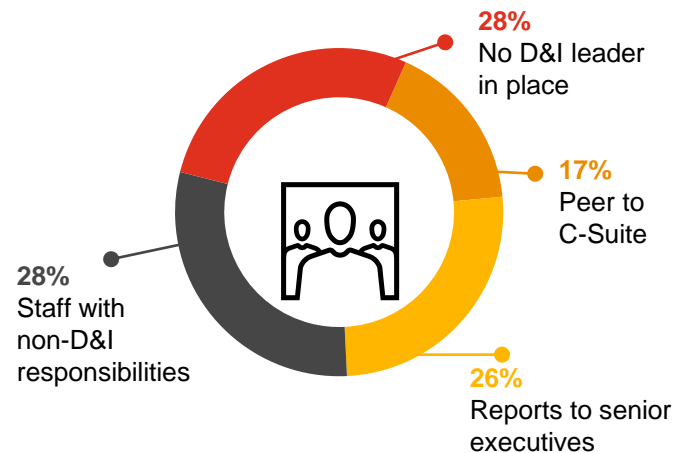
The primary objective of D&I is to...



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...



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

¹Percentages 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?

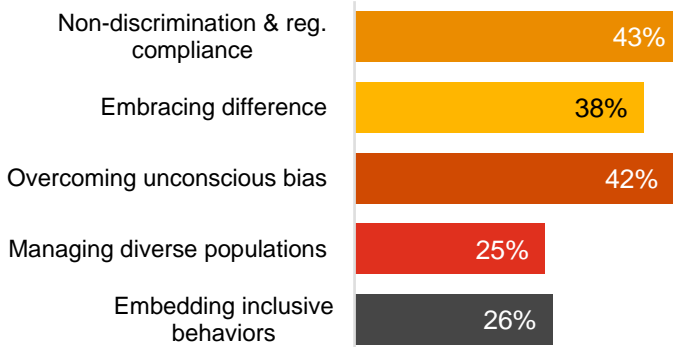
Leaders are tasked with specific D&I goals	29%
Leaders' progress toward meeting their D&I goals is measured	17%
D&I goals influence performance evaluation and compensation outcomes for leaders	16%
D&I goals influence performance evaluation and compensation outcomes for all employees	12%
None of the above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

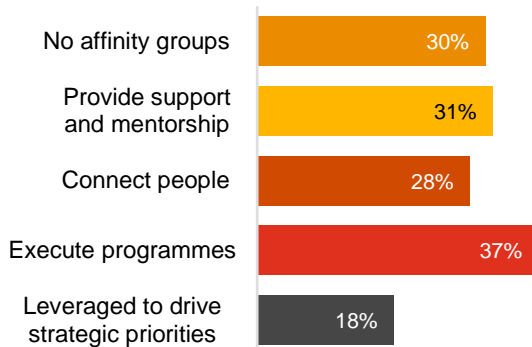
Training programmes focus on...



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.

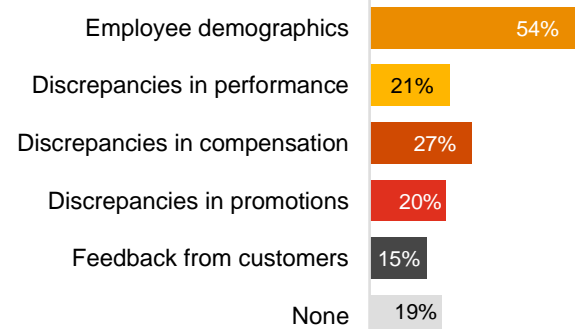
Affinity groups at my organisation...



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...



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

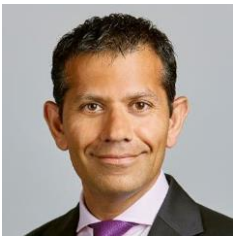


Additional reading

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.

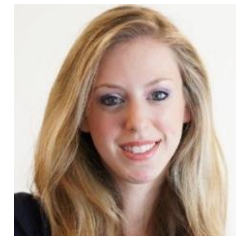
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Source: PwC: Global D&I Data, 06/09/2021 based on 450+ responses across 10+ countries and 25+ industries

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