Diversity & Inclusion Benchmarking Survey
Consumer & Industrial Products Data Sheet

180 Respondents
5 Regions
14 Countries
Many consumer & industrial products (CIPS) organisations have publicly declared their commitment to Diversity & Inclusion (D&I), 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**

CIPS organisations are struggling with translating D&I strategy into action. While D&I is a stated value or priority area for 87% of organisations, 46% of respondents still feel diversity is a barrier to employee progression.

**Few D&I programmes reach full maturity**

Only 12% of CIPS 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

**D&I programme goals**

Over a third of CIPS organisations surveyed (34%) view their D&I programme primarily as a way to attract and retain talent, but few are connecting D&I directly to the achievement of business results, such as innovation, or the ability to respond to customers’ expectations.

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

- 18% Achieve business results
- 20% Comply with legal requirements
- 34% Attract and retain talent
- 9% Respond to customer expectations
- 21% Enhance external reputation

**Programme oversight**

While D&I survey data indicates that having a C-Suite D&I leader is the biggest differentiator between organisations where diversity is not considered a barrier to progression and those where it is, only 31% of organisations have adopted this programme structure.

The D&I programme leader is...

- 22% Staff with non-D&I responsibilities
- 37% Reports to senior executives
- 10% No D&I leader in place
- 31% Peer to C-Suite

Source: PwC: Global D&I Data, 5/12/17 based on 180 responses across 5 regions and over 14 countries
**Accountability for D&I results**

Tasking leaders with specific D&I goals is key to driving results. Despite this, less than half of CIPS organisations have adopted this practice (46%) and fewer measure progress towards the achievement of these goals.

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

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<thead>
<tr>
<th>How does your organisation drive accountability for D&amp;I results?</th>
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<tbody>
<tr>
<td>Leaders are tasked with specific D&amp;I goals</td>
<td>46%</td>
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<tr>
<td>Leaders’ progress toward meeting their D&amp;I goals is measured</td>
<td>40%</td>
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<tr>
<td>D&amp;I goals influence performance evaluation and compensation outcomes for leaders</td>
<td>36%</td>
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<tr>
<td>D&amp;I goals influence performance evaluation and compensation outcomes for all employees</td>
<td>24%</td>
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<tr>
<td>None of the above</td>
<td>11%</td>
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**Training programmes in place**

Almost half of CIPS organisations (48%) provide training on embracing differences in the workplace and a significant proportion (45%) are also expanding training to focus on how to embed inclusive behaviours into everyday job responsibilities.

**Training programmes focus on…**

- Non-discrimination & reg. compliance | 40% |
- Embracing differences | 48% |
- Overcoming unconscious bias | 43% |
- Managing diverse populations | 48% |
- Embedding inclusive behaviour in jobs | 45% |

**Role of affinity networks/resource groups**

While the majority (86%) of CIPS organisations 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 | 14% |
- Provide support and mentorship | 39% |
- Connect people | 47% |
- Execute programmes | 55% |
- Leveraged to drive strategic priorities | 31% |

**Leveraging data**

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

**My organisation gathers and analyses the following types of data**

- Employee demographics | 53% |
- Discrepancies in performance | 47% |
- Discrepancies in compensation | 43% |
- Discrepancies in promotions | 32% |
- Feedback from customers | 23% |
- None | 7% |

Source: PwC: Global D&I Data, 5/12/17 based on 180 responses across 5 regions and over 14 countries
**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

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**Additional reading**

 Winning the Fight for Female Talent: Find out how to gain the diversity edge through inclusive recruitment

 The PwC Diversity Journey: Find out how far we’ve come since we started our diversity journey 12 years ago.

 **The Future of Work – A Journey to 2022**: What will the future of work look like for businesses, workforces and HR? How will you make sure you are not swept along into 2022?

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**For a deeper discussion, contact:**

**Bhushan Sethi**
Principal, People & Organisation
Tel: +1 917 863 9369
bhushan.sethi@pwc.com

**Stefanie Coleman**
Director, People & Organisation
Tel: +1 347 277 5856
coleman.stefanie@pwc.com

**Taylor Goodman**
Manager, People & Organisation
Tel: +1 212 461 9377
taylor.goodman@pwc.com

**An Zheng**
Senior Associate, People & Organisation
Tel: +1 617 599 9916
an.zheng@pwc.com