Diversity & Inclusion Benchmarking Survey

Consumer Markets Data Sheet

~520 Corporate Respondents
5 Regions
30 + Countries

pwc
Many Consumer Markets (CM) organisations 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.

### Organisations are making strides around diversity

CM organisations are struggling to help translate D&I strategy into action. While D&I is a stated value or priority area for 72% of organisations, 32% of respondents still feel diversity is a barrier to employee progression.

### However, few D&I programmes reach full maturity

Only 4% of surveyed CM 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

### Programme oversight

While D&I survey data indicates that having a dedicated C-Suite D&I leader can be a differentiator among organisations where diversity is not considered a barrier to progression, only 18% of CM organisations surveyed have adopted this programme structure.

### D&I programme goals

Over a third of CM organisations surveyed (38%) view their D&I programme primarily as a way to attract and retain talent, but fewer are connecting D&I directly to responding to customer expectations or enhancing their external reputation.

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

- 38% Attract and retain talent
- 21% Achieve business results
- 13% Enhance external reputation
- 10% Respond to customer expectations
- 18% Comply with legal requirements

**The D&I programme leader is...**

- 30% No D&I leader in place
- 29% Reports to senior executives
- 18% Peer to C-Suite
- 23% Staff with non-D&I responsibilities

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Source: PwC: Global D&I Data, 06/09/2021 based on ~520 responses across 5 regions and 30+ countries

*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

Tasking leaders with specific D&I goals should be key to driving results. Despite this, just under a third of CM organisations surveyed have adopted this practice (27%) 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: 27%
- Leaders’ progress toward meeting their D&I goals is measured: 22%
- D&I goals influence performance evaluation and compensation outcomes for leaders: 18%
- D&I goals influence performance evaluation and compensation outcomes for all employees: 14%
- None of the above: 33%

Training programmes in place

Almost half of CM organisations surveyed (49%) provide training on non-discrimination & regulatory compliance. Yet only 27% have expanded training to focus on embedding inclusive behaviours in job responsibilities.

Training programmes focus on...

- Non-discrimination & regulatory compliance: 49%
- Embracing difference: 43%
- Overcoming unconscious bias: 39%
- Managing diverse populations: 30%
- Embedding inclusive behaviors: 27%

Role of affinity networks/resource groups

While the majority (63%) of CM organisations have affinity groups, they are mostly used to connect people and 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: 37%
- Provide support and mentorship: 29%
- Connect people: 34%
- Execute programmes: 32%
- Leveraged to drive strategic priorities: 16%

Leveraging data

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

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

- Employee demographics: 50%
- Discrepancies in performance: 22%
- Discrepancies in compensation: 25%
- Discrepancies in promotions: 21%
- Feedback from customers: 14%
- None: 19%

Source: PwC: Global D&I Data, 06/09/2021 based on ~520 responses across 5 regions and 30+ 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**

**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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**For a deeper discussion, contact:**

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

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