

# Diversity & Inclusion Benchmarking Survey

## Consumer Markets Data Sheet



~520 Corporate Respondents

5 Regions

30 + Countries

# Consumer Markets

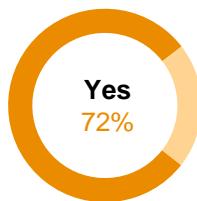
## Data Sheet

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.

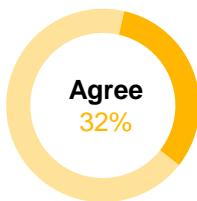
### Organisations are making strides around diversity

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.

D&I is a stated value or priority



Diversity is a barrier to progression at my organisation

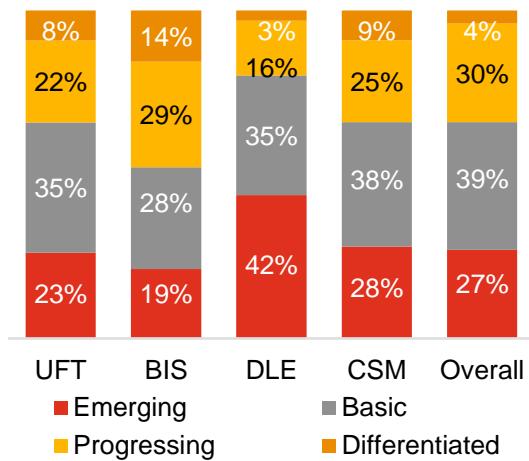


### However, few D&I programmes reach full maturity

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

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



### D&I programme goals

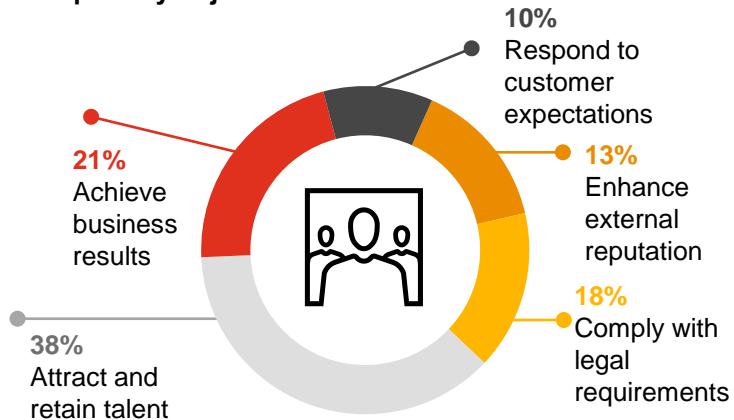
Over a third of CM organisations surveyed (38%) view their D&I programme primarily as a way to attract and retain talent, but fewer are connecting D&I directly to responding to customer expectations or enhancing their external reputation.



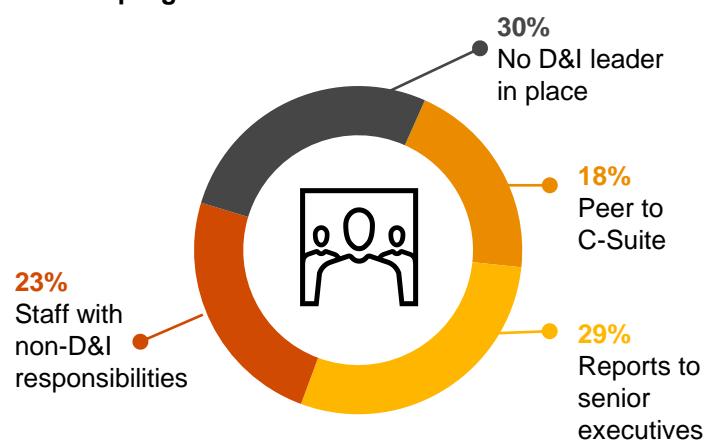
### Programme oversight

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.

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



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





## 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?

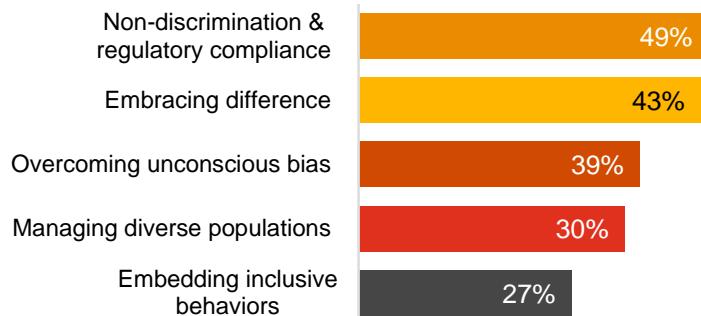
Leaders are tasked with specific D&I goals	27%
Leaders' progress toward meeting their D&I goals is measured	22%
D&I goals influence performance evaluation and compensation outcomes for leaders	18%
D&I goals influence performance evaluation and compensation outcomes for all employees	14%
None of the above	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.

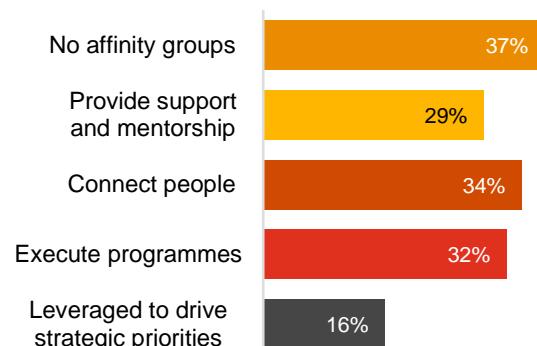
### Training programmes focus on...



## 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.

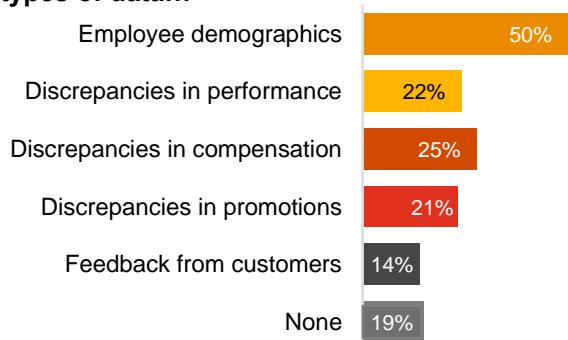
### Affinity groups at my organisation...



## 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...



## 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](https://pwc.com/diversity-survey)

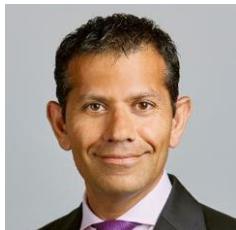


### **Additional reading**

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:**



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

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