

Diversity & Inclusion Benchmarking Survey

Consumer Markets
Data Sheet



~520 Corporate Respondents

5 Regions

30 + Countries



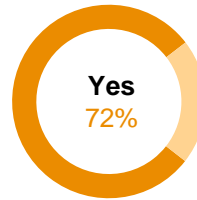
Consumer Markets Data Sheet

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.

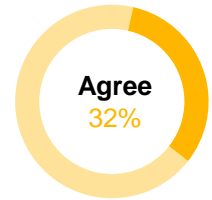
Organisations are making strides around diversity

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

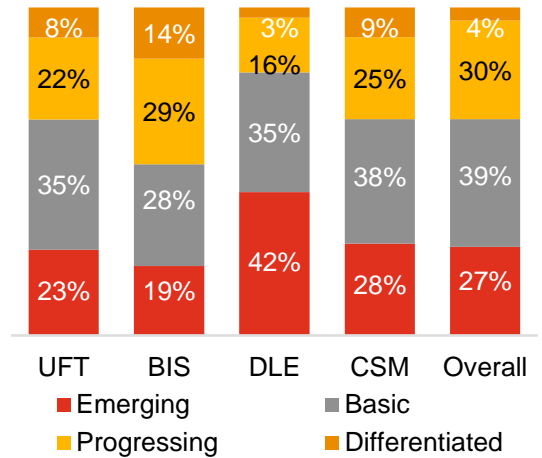


3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational D&I strategy by articulating the business case and establishing supportive governance



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

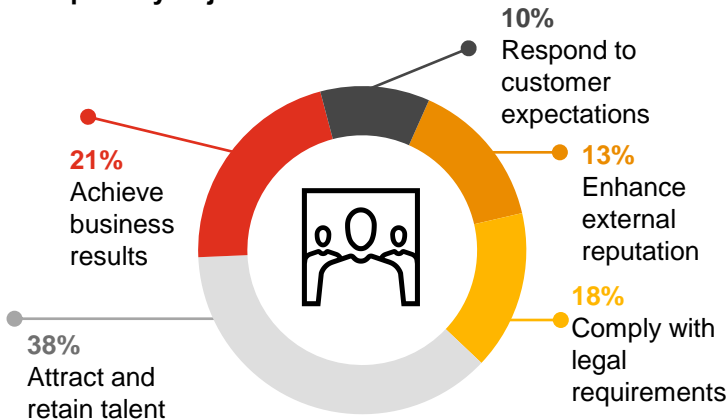
Degree of programme maturity¹



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.

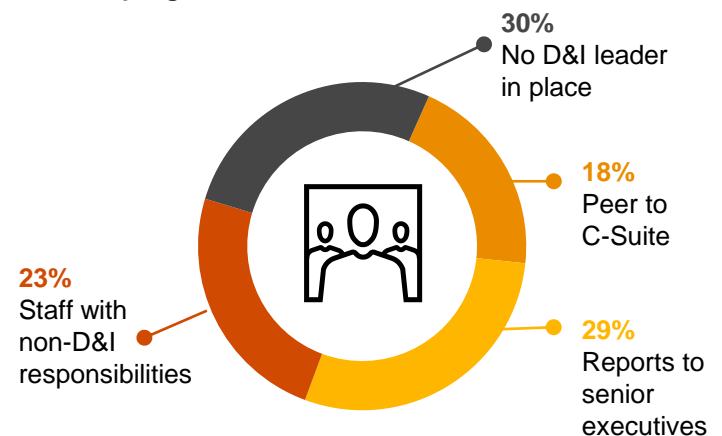
The primary objective of D&I is to...



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 D&I programme leader is...



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

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

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?

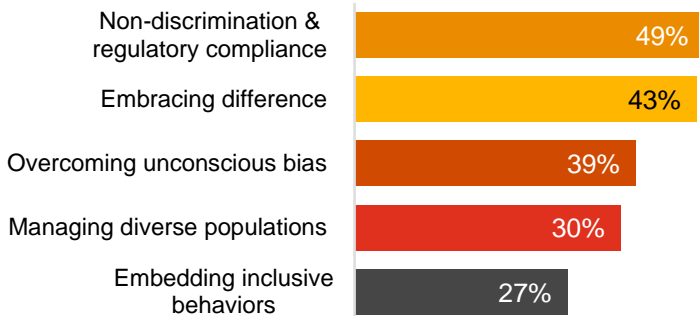
Leaders are tasked with specific D&I goals	27%
Leaders' progress toward meeting their D&I goals is measured	22%
D&I goals influence performance evaluation and compensation outcomes for leaders	18%
D&I goals influence performance evaluation and compensation outcomes for all employees	14%
None of the above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

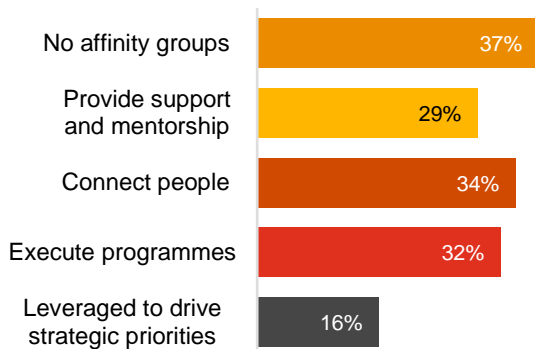
Training programmes focus on...



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.

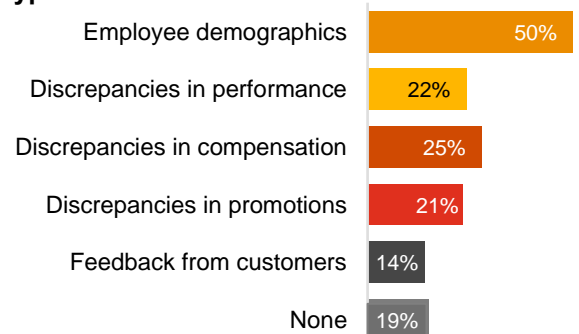
Affinity groups at my organisation...



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

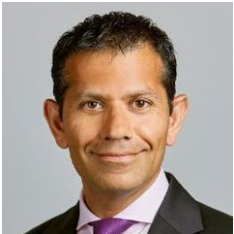


Additional reading

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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