

# Diversity & Inclusion Benchmarking Survey

## Financial Services Data Sheet



---

243 Corporate Respondents

---

5 Regions

---

14+ Countries

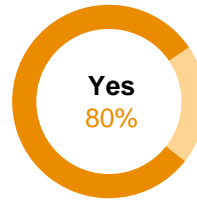
# Financial Services Data Sheet

Many FS 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 seeks to find out.

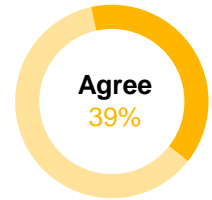
## Diversity still a barrier to progression

FS organisations are struggling with translating D&I strategy into action. While D&I is a stated value or priority area for 80% of organisations, 39% 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 FS 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

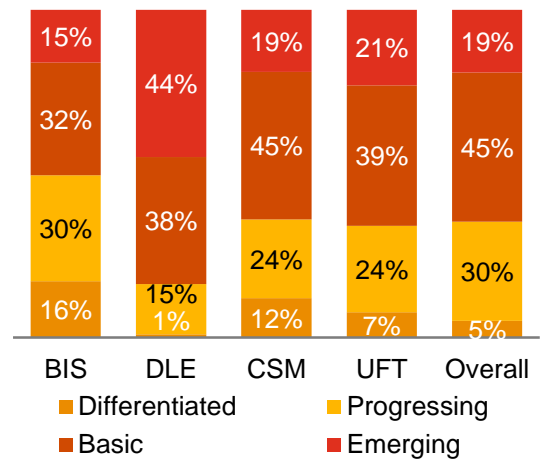


3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational D&I strategy by articulating the business case and establishing supportive governance



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

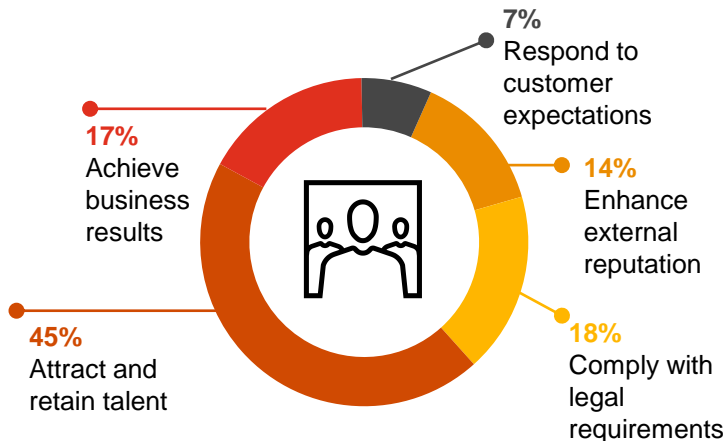
### Degree of programme maturity



## D&I programme goals

While more than half of the FS organisations surveyed (63%) leverage their D&I programme to attract talent or comply with legal requirements, a smaller percentage are leveraging D&I to achieve business results or respond to customer expectations.

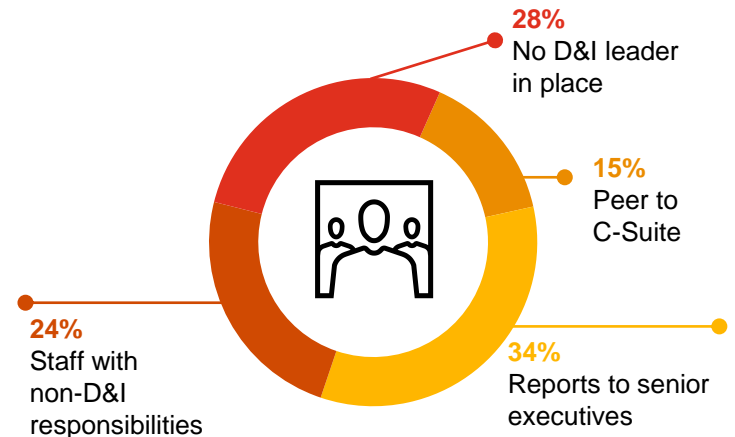
The primary objective of D&I is to...



## Programme oversight

While D&I survey data indicates that having a dedicated C-Suite D&I leader is one of the elements that differentiates organisations where diversity is not seen as a barrier to progression from those where it is, only 15% of FS organisations have adopted this program structure.

The D&I programme leader is...





## Accountability for D&I results

Tasking leaders with specific D&I goals is key to driving results. Despite this, less than a third (28%) of organisations are tasking their leaders with specific D&I goals, and even fewer are measuring progress towards achievement of these goals.

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

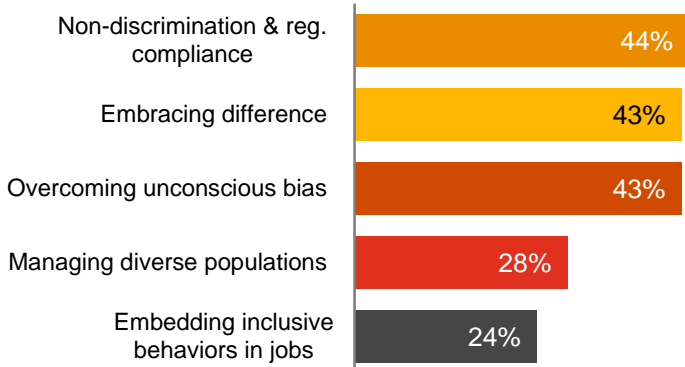
Leaders are tasked with specific D&I goals	28%
Leaders' progress toward meeting their D&I goals is measured	20%
D&I goals influence performance evaluation and compensation outcomes for leaders	15%
D&I goals influence performance evaluation and compensation outcomes for all employees	14%
None of the above	28%



## Training programmes in place

A leading practice is to provide training on how to embed inclusive behaviours into everyday job responsibilities. Yet, only 24% of FS organisations adopt this practice.

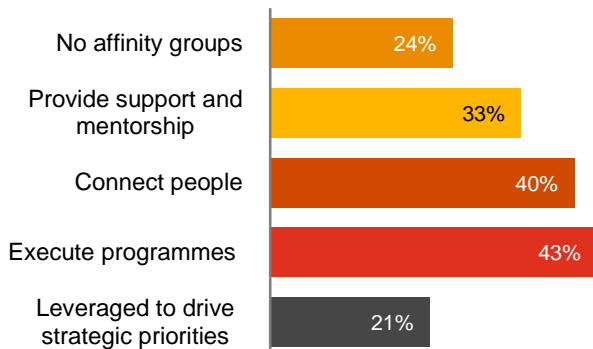
### Training programmes focus on...



## Role of affinity networks/ resource groups

While the majority (76%) of FS 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.

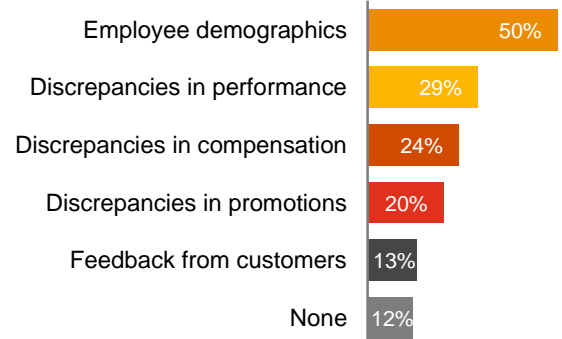
### Affinity groups at my organisation...



## Leveraging data

Driving sustainable change requires effective monitoring efforts. The majority of organisations track employee demographics (e.g., gender), but less than a third or fewer 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)



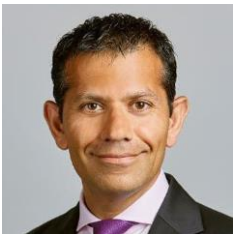
### Additional reading

Preparing for tomorrow's workforce today: How we work, the place of work within our lives and even what we mean by work are being transformed. What are organisations doing to prepare? And where do they need to step up?

Out to Succeed: Find out what high potential LGBT+ employees want from employers. Are businesses delivering? What more should organisations do to enable LGBT+ talent to succeed?

Mandatory UK Gender Pay Reporting: What do gender pay disclosures tell us? Through first year of required gender pay reporting, we are able to get a detailed sense of the gender pay gap that sits within the UK's key employers.

### For a deeper discussion, contact:



#### **Bhushan Sethi**

Partner, Joint Global Leader, People & Organisation, PwC USA

Tel: +1 917 863 9369

[bhushan.sethi@pwc.com](mailto:bhushan.sethi@pwc.com)

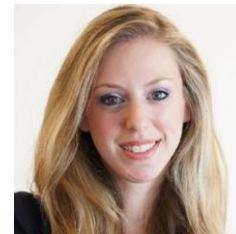


#### **Stefanie Coleman**

Director, People & Organisation, PwC USA

Tel: +1 347 277 5856

[coleman.stefanie@pwc.com](mailto:coleman.stefanie@pwc.com)



#### **Taylor Goodman**

Sr. Manager, People & Organisation, PwC USA

Tel: +1 216 570 1169

[taylor.goodman@pwc.com](mailto:taylor.goodman@pwc.com)



#### **Jon Terry**

Partner, Financial Services, PwC UK

+44 (207) 212 4370

[Jon.p.terry@uk.pwc.com](mailto:Jon.p.terry@uk.pwc.com)