Diversity & Inclusion Benchmarking Survey

Global Data Sheet

~3000 Corporate Respondents

25+ Industries
Global 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.

Diversity still a barrier to progression

Global organisations are struggling to help translate D&I strategy into action. While D&I is a stated value or priority area for 76% of organisations, 33% of respondents still feel diversity is a barrier to employee progression.

D&I is a stated value or priority

Yes
76%

Diversity is a barrier to progression at my organisation

Agree
33%

However, few D&I programmes reach full maturity

Only 5% of surveyed global 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

1. Emerging
2. Progressing
3. Differentiated

D&I programme goals

While more than half the organisations surveyed (59%) leverage their D&I programme to attract talent or comply with legal requirements, a much smaller group (20%) are leveraging D&I to achieve business results, such as innovation or improved financial performance.

The primary objective of D&I is...

- 8% Respond to customer expectations
- 20% Achieve business results
- 12% Enhance external reputation
- 18% Comply with legal requirements
- 41% Attract and retain talent

Programme oversight

Having a C-Suite D&I leader can be a differentiator between organisations where diversity is not considered a barrier to progression and those where it is. Yet, only 17% of organisations surveyed have adopted this programme structure.

The D&I programme leader is...

- 30% No D&I leader in place
- 17% Peer to C-Suite
- 25% Staff with non-D&I responsibilities
- 27% Reports to senior executives

Source: PwC: Global D&I Data, 05/31/2020 based on ~3000 responses across 25+ industries

*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, only over a quarter of global organisations surveyed have adopted this practice (26%) and fewer measure progress towards the achievement of these goals.

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

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders are tasked with specific D&amp;I goals</td>
<td>26%</td>
</tr>
<tr>
<td>Leaders’ progress toward meeting their D&amp;I goals is measured</td>
<td>19%</td>
</tr>
<tr>
<td>D&amp;I goals influence performance evaluation and compensation outcomes for leaders</td>
<td>15%</td>
</tr>
<tr>
<td>D&amp;I goals influence performance evaluation and compensation outcomes for all employees</td>
<td>13%</td>
</tr>
<tr>
<td>None of the above</td>
<td>31%</td>
</tr>
</tbody>
</table>

Training programmes in place

Almost half of global organisations surveyed (45%) provide training on non-discrimination and regulatory compliance, and a significant portion focus on embracing differences in the workplace. Yet, there’s opportunity to expand training on embedding inclusive behaviours and managing diverse populations.

Training programmes focus on...

- Non-discrimination & reg. compliance: 45%
- Embracing difference: 40%
- Overcoming unconscious bias: 37%
- Managing diverse populations: 27%
- Embedding inclusive behaviors: 25%

Role of affinity networks/resource groups

While the majority (68%) of global organisations surveyed have affinity groups, they are mostly used to foster networks and execute programmes, rather than to inform decision-making and help drive business priorities.

Affinity groups at my organisation...

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No affinity groups</td>
<td>32%</td>
</tr>
<tr>
<td>Provide support and mentorship</td>
<td>28%</td>
</tr>
<tr>
<td>Connect people</td>
<td>32%</td>
</tr>
<tr>
<td>Execute programmes</td>
<td>33%</td>
</tr>
<tr>
<td>Leveraged to drive strategic priorities</td>
<td>16%</td>
</tr>
</tbody>
</table>

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...

<table>
<thead>
<tr>
<th>Type of Data</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee demographics</td>
<td>50%</td>
</tr>
<tr>
<td>Discrepancies in performance</td>
<td>22%</td>
</tr>
<tr>
<td>Discrepancies in compensation</td>
<td>24%</td>
</tr>
<tr>
<td>Discrepancies in promotions</td>
<td>20%</td>
</tr>
<tr>
<td>Feedback from customers</td>
<td>14%</td>
</tr>
<tr>
<td>None</td>
<td>14%</td>
</tr>
</tbody>
</table>

Source: PwC: Global D&I Data, 05/31/2020 based on ~3000 responses across 25+ industries
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

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 year three 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:

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Source: PwC: Global D&I Data, 05/31/2020 based on ~3000 responses across 25+ industries

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