

Diversity & Inclusion Benchmarking Survey

Global Data Sheet



810 Corporate Respondents

5 Regions

25+ Industries



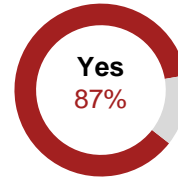


Many organisations have publicly declared their commitment to Diversity & Inclusion (D&I), but how have they translated strategy into execution and what impact is it having on the employee experience? PwC's D&I Benchmarking Survey finds out.

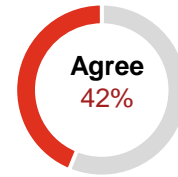
Diversity still a barrier to progression

Many organisations are struggling with translating D&I strategy into action. While D&I is a stated value or priority area for 87% of organisations, 42% 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

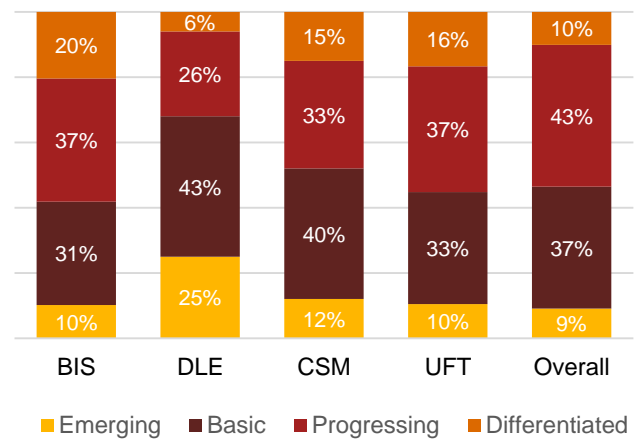


Few D&I programmes reach full maturity

Only 10% of 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

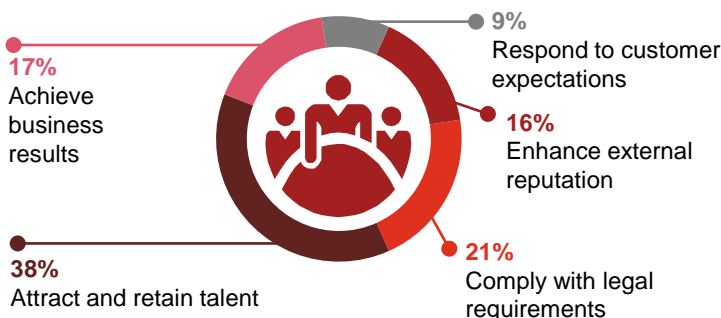
Degree of Programme Maturity



D&I programme goals

While more than half the organisations surveyed (59%) leverage their D&I programme to attract talent or comply with legal requirements, few are connecting them directly to the achievement of business results, such as innovation or improved financial performance.

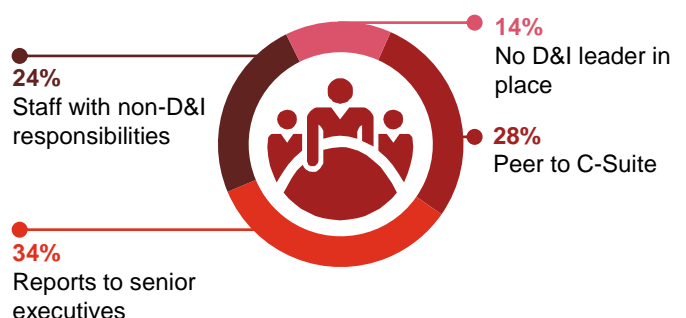
The primary objective of D&I is to...



Programme oversight

Only 28% of organisations have a D&I leader in the C-Suite. The D&I survey data also indicates that this is the biggest differentiator between organisations where diversity is not considered a barrier to progression and in organisations where it is.

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, a minority of organisations have adopted this practice (37%) and even fewer measure progress towards the achievement of these goals.

Leadership accountability is as follows

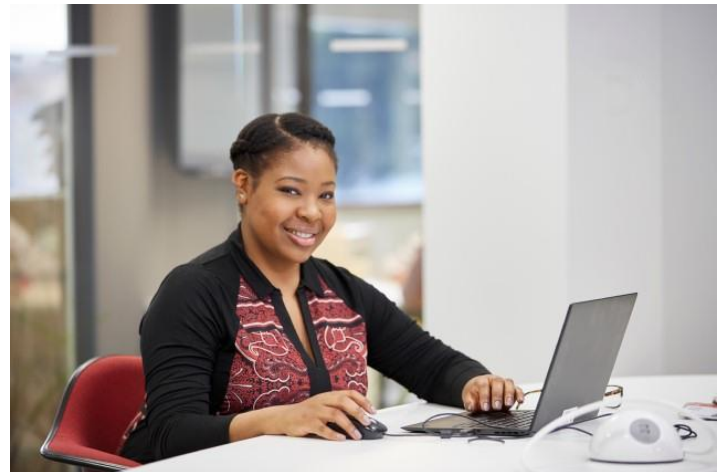
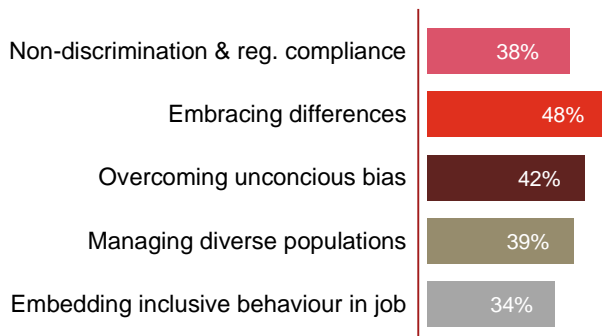
Leaders are tasked with specific D&I goals	37%
Leaders' progress toward meeting their D&I goals is measured	33%
D&I goals influence performance evaluation and compensation outcomes for leaders	29%
D&I goals influence performance evaluation and compensation outcomes for all employees	23%
None of the above	16%



Training programmes in place

A leading practice is to provide training on how to embed inclusive behaviours into everyday job responsibilities. Only 34% of participating organisations adopt this practice.

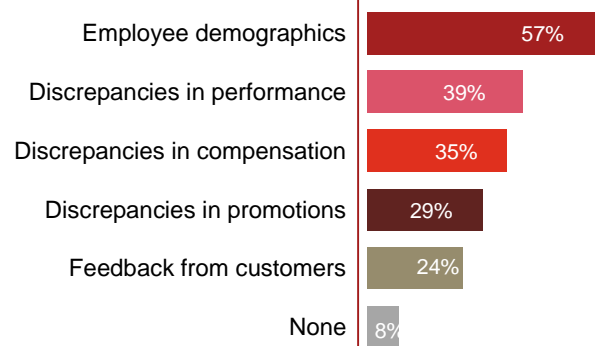
Training programmes focus on



Leveraging data analytics

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

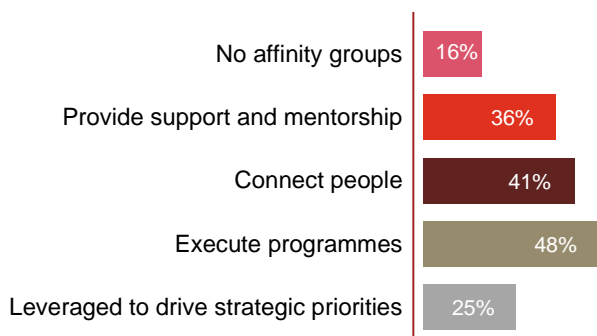
My organisation gathers and analyses the following types of data



Role of affinity/network/resource groups

While the majority (84%) of organisations have affinity groups, they are mostly used to execute programmes and promote awareness, rather than to inform decision-making and drive business priorities.

Affinity groups at my organisation...



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



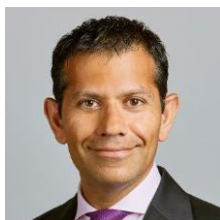
Additional reading

Winning the Fight for Female Talent: Find out how to gain the diversity edge through inclusive recruitment

The PwC Diversity Journey: Find out how far we've come since we started our diversity journey 12 years ago.

The Future of Work – A Journey to 2022: What will the future of work look like for businesses, workforces and HR? How will you make sure you are not swept along into 2022?

For a deeper discussion, contact:



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