Diversity & Inclusion Benchmarking Survey

Global
Data Sheet

~5,000 Corporate Respondents

50+ Countries

26+ Industries
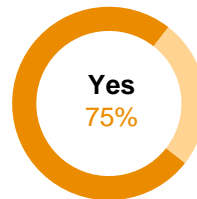
Global
Data Sheet

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 75% of organisations, 32% of respondents still feel diversity is a barrier to employee progression.

D&I is a stated value or priority

Yes
75%

Diversity is a barrier to progression at my organisation

Agree
32%
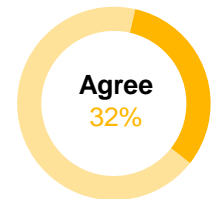
However, few D&I programmes reach full maturity

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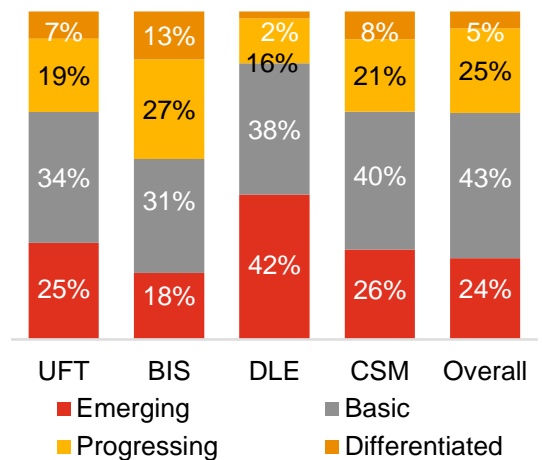
3. **Developing Leadership Engagement (DLE):** Engaging leadership around an inspirational D&I strategy by articulating the business case and establishing supportive governance

4. **Creating Sustainable Movement (CSM):** Executing the D&I strategy across all elements of the business
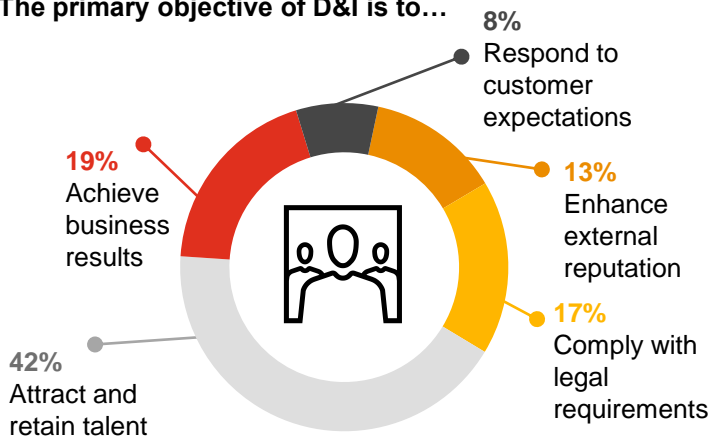
Degree of programme maturity[1]

	UFT	BIS	DLE	CSM	Overall
Differentiated	7%	13%	2%	8%	5%
Progressing	19%	27%	16%	21%	25%
Basic	34%	31%	38%	40%	43%
Emerging	25%	18%	42%	26%	24%

- ■ Emerging
- ■ Basic
- ■ Progressing
- ■ Differentiated

D&I programme goals

While more than half the organizations surveyed (59%) leverage their D&I program to attract and retain talent or comply with legal requirements, a much smaller group (19%) are leveraging D&I to achieve business results, such as innovation or improved financial performance.
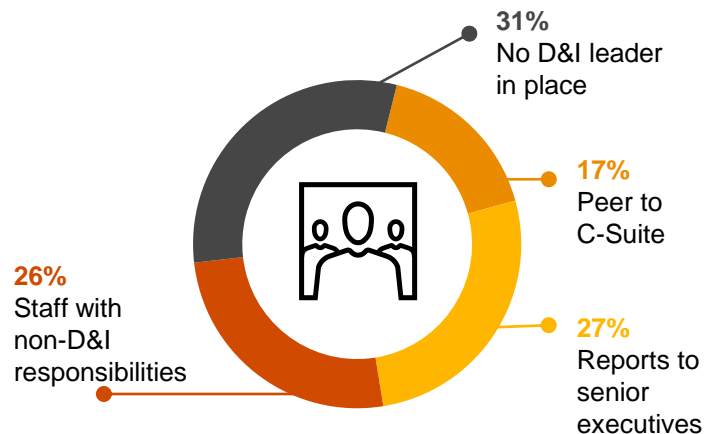
The primary objective of D&I is to…

- **8%** Respond to customer expectations
- **13%** Enhance external reputation
- **17%** Comply with legal requirements
- **42%** Attract and retain talent
- **19%** Achieve business results

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…

- **31%** No D&I leader in place
- **17%** Peer to C-Suite
- **27%** Reports to senior executives
- **26%** Staff with non-D&I responsibilities

Source: PwC: Global D&I Data, 06/09/2021 based on ~5,000 responses across 50+ countries and 26+ industries

[1]*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 is key to driving results. Despite this, only a quarter of global organisations surveyed have adopted this practice (25%) 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	**25%**
Leaders' progress toward meeting their D&I goals is measured	**18%**
D&I goals influence performance evaluation and compensation outcomes for leaders	**13%**
D&I goals influence performance evaluation and compensation outcomes for all employees	**13%**
None of the above	**33%**

🖥️ 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 behaviors and managing diverse populations
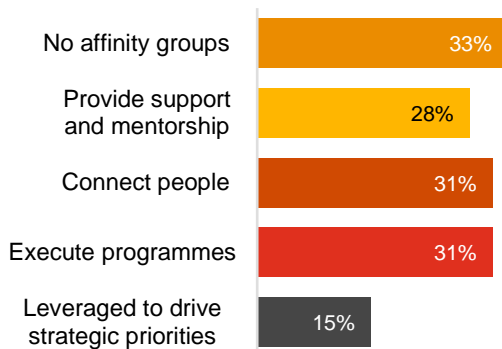
Training programmes focus on…

Non-discrimination & regulatory compliance	45%
Embracing difference	39%
Overcoming unconscious bias	38%
Managing diverse populations	26%
Embedding inclusive behaviors	24%
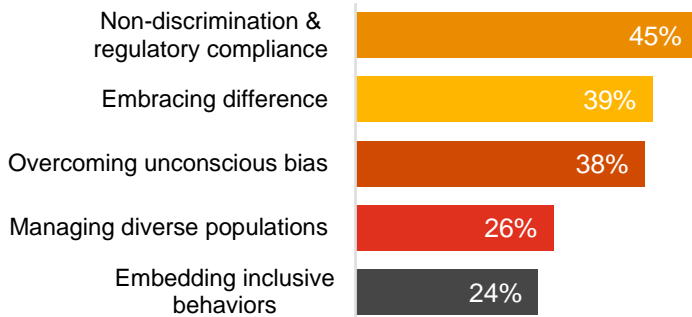
Role of affinity networks/ resource groups

While the majority (67%) 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…

No affinity groups	33%
Provide support and mentorship	28%
Connect people	31%
Execute programmes	31%
Leveraged to drive strategic priorities	15%

🔍 Leveraging data

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

My organisation gathers and analyses the following types of data…

Employee demographics	48%
Discrepancies in performance	19%
Discrepancies in compensation	21%
Discrepancies in promotions	18%
Feedback from customers	13%
None	16%
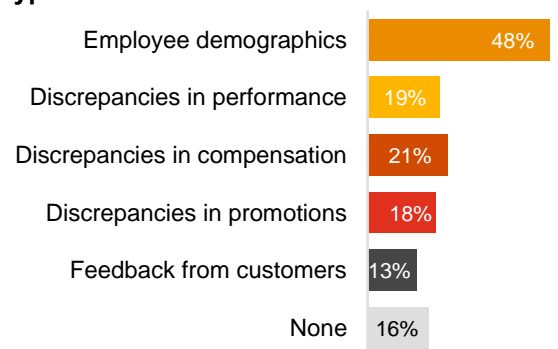
Take the D&I Benchmarking Survey

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.

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