North American organisations have publicly declared their commitment to Diversity, Equity & Inclusion (DE&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 DE&I Benchmarking Survey finds out.

Organisations are making strides around diversity

North American organisations are struggling to help translate DE&I strategy into action. While DE&I is a stated value or priority area for 72% of organisations, 29% of respondents still feel diversity is a barrier to employee progression at their organisation.

However, few DE&I programmes reach full maturity

Only 6% of surveyed North American DE&I programmes reach the highest level of maturity when assessed against the four dimensions of PwC’s DE&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 DE&I that reflects the reality of today and the real potential of tomorrow
3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational DE&I strategy by articulating the business case and establishing supportive governance
4. Creating Sustainable Movement (CSM): Executing the DE&I strategy across all elements of the business

Degree of programme maturity

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Differentiated</th>
<th>Progressing</th>
<th>Emerging</th>
</tr>
</thead>
<tbody>
<tr>
<td>UFT</td>
<td>9%</td>
<td>20%</td>
<td>71%</td>
</tr>
<tr>
<td>BIS</td>
<td>27%</td>
<td>34%</td>
<td>39%</td>
</tr>
<tr>
<td>DLE</td>
<td>35%</td>
<td>33%</td>
<td>32%</td>
</tr>
<tr>
<td>CSM</td>
<td>19%</td>
<td>42%</td>
<td>39%</td>
</tr>
<tr>
<td>Overall</td>
<td>19%</td>
<td>42%</td>
<td>40%</td>
</tr>
</tbody>
</table>

DE&I programme goals

While more than half the organisations surveyed (49%) leverage their DE&I programme to attract and retain talent, a much smaller group (19%) are leveraging DE&I to achieve business results, such as innovation or improved financial performance.

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

- 1% Support local social justice movements
- 10% Respond to customer expectations
- 12% Enhance external reputation
- 19% Achieve business results
- 49% Attract and retain talent

Programme oversight

Having a DE&I leader that is a peer to the C-Suite can be a differentiator between organisations where diversity is not considered a barrier to progression and those where it is. Yet, only 20% of organisations surveyed have adopted this programme structure.

The DE&I programme leader is...

- 20% Peer to C-Suite
- 23% Staff with non-D&I responsibilities
- 31% Reports to senior executives
- 26% No D&I leader in place

Source: PwC: Global DE&I Data, July 2022 based on ~6,000 responses across 52+ countries and 26+ 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 DE&I results

Tasking leaders with specific DE&I goals is key to driving results. Despite this, only a little over a quarter of North American organisations surveyed have adopted this practice (28%) and fewer measure progress towards the achievement of these goals.

<table>
<thead>
<tr>
<th>How does your organisation drive accountability for DE&amp;I results?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders are tasked with specific DE&amp;I goals</td>
</tr>
<tr>
<td>Leaders’ progress toward meeting their DE&amp;I goals is measured</td>
</tr>
<tr>
<td>DE&amp;I goals influence performance evaluation and compensation outcomes for leaders</td>
</tr>
<tr>
<td>DE&amp;I goals influence performance evaluation and compensation outcomes for all employees</td>
</tr>
<tr>
<td>None of the above</td>
</tr>
</tbody>
</table>

Training programmes in place

Over half of North American organisations surveyed (61%) 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 applying inclusive behaviors in leadership.

Role of affinity networks/resource groups

While the majority (70%) of North American organisations surveyed have affinity groups, they are mostly used to foster networks and execute programmes, rather than to inform decision-making and drive business priorities.

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.

Source: PwC: Global DE&I Data, July 2022 based on ~6,000 responses across 52+ countries and 26+ industries
Take the DE&I Benchmarking Survey

Analyze the maturity of your organisation’s DE&I programme, and see how your organisation compares to others in your region and industry.

pwcresearch.com/uc/DEISurvey/

Additional reading

PwC’s Global Hopes and Fears Survey 2022: Explore key findings on approaching sensitive political and social discussions from PwC’s Workforce Hopes and Fears 2022 survey of 52,000+ workers across 44 countries and territories worldwide.

PwC’s 25th Annual Global CEO Survey: Hear from 4,446 CEOs across 89 countries and territories on reimagining the outcomes that matter, including thinking around race and ethnicity representation rates in their company’s long-term corporate strategy.

For a deeper discussion, contact:

Bhushan Sethi
Joint Global Leader, People & Organisation, PwC United States
Tel: +1 917 863 9369
bhushan.sethi@pwc.com

Sabah Cambrelen
Partner, DE&I Consulting Leader, PwC United States
Tel: +1 720 391 2681
sabah.cambrelen@pwc.com

Source: PwC: Global DE&I Data, July 2022 based on ~6,000 responses across 52+ countries and 26+ industries

© 2022 PwC. All rights reserved. PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.