

Diversity, Equity & Inclusion Benchmarking Survey

North America
Data Sheet



3,000+ Corporate Respondents

4 Countries

27 Industries



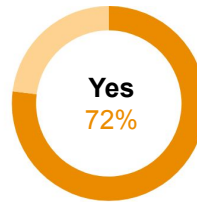
North America Data Sheet

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.

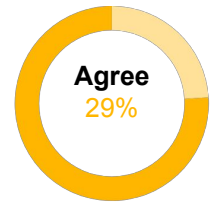
Organisations are making strides around diversity

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.

DE&I is a stated value or priority



Diversity is barrier to progression at my 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

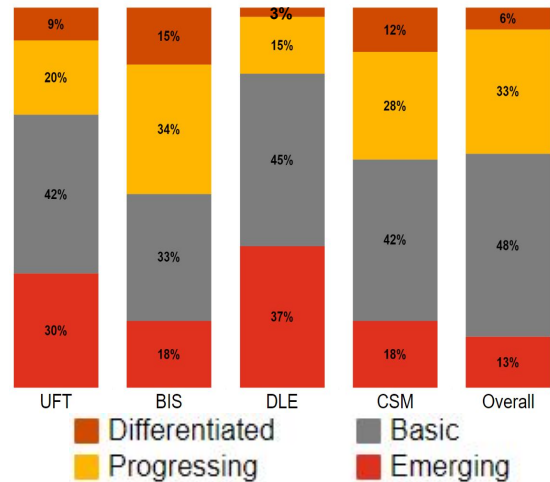


3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational DE&I strategy by articulating the business case and establishing supportive governance



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

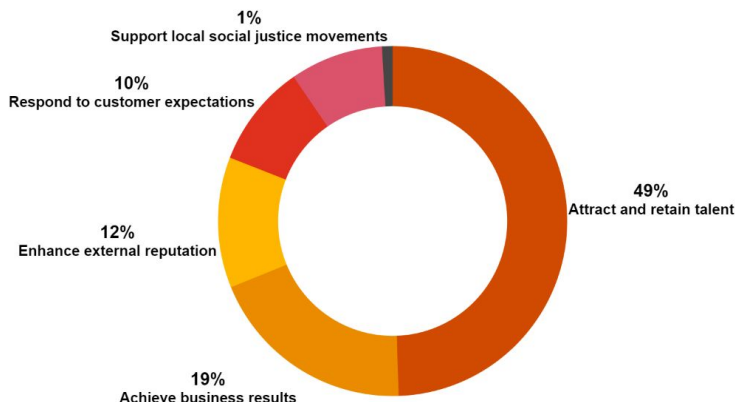
Degree of programme maturity¹



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.

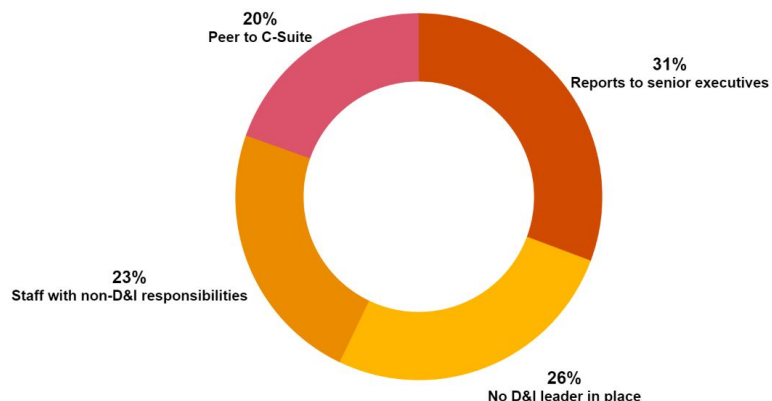
The primary objective of DE&I is to...



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...



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

¹Percentages 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.

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

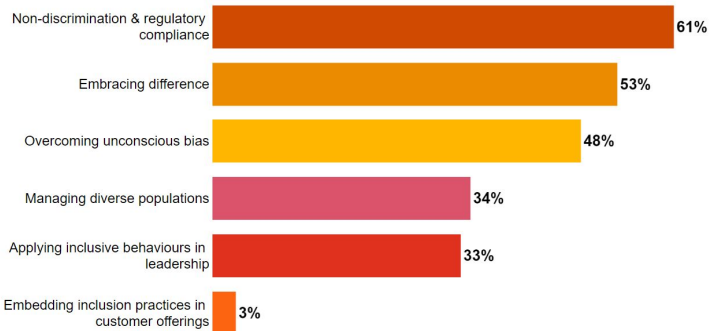
Leaders are tasked with specific DE&I goals	28%
Leaders' progress toward meeting their DE&I goals is measured	22%
DE&I goals influence performance evaluation and compensation outcomes for leaders	15%
DE&I goals influence performance evaluation and compensation outcomes for all employees	15%
None of the above	29%



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.

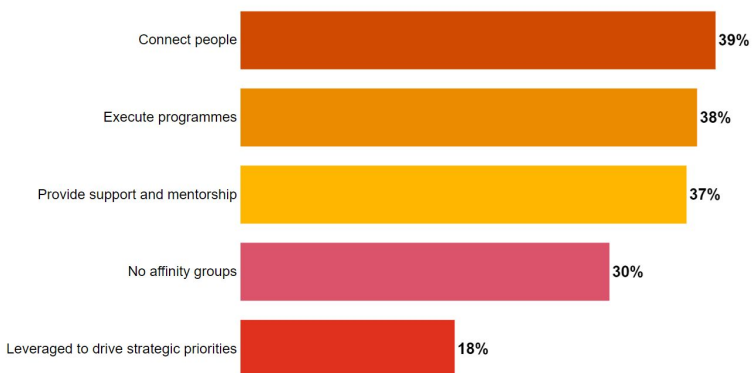
Training programmes focus on...



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.

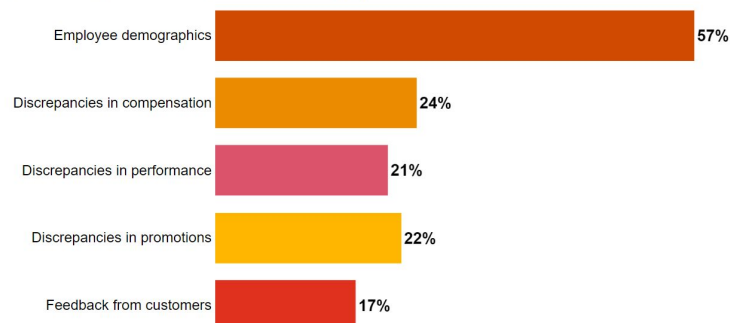
Affinity groups at my organisation...



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 & analyses the following types of data...



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

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