

Diversity & Inclusion Benchmarking Survey

North America
Data Sheet



2,650+ Corporate Respondents

4 Countries

26 Industries



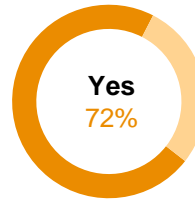
North America Data Sheet

North American 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.

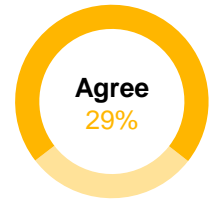
Organisations are making strides around diversity

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

D&I is a stated value or priority



Diversity is barrier to progression at my organisation



However, few D&I programmes reach full maturity

Only 4% of surveyed N. American 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

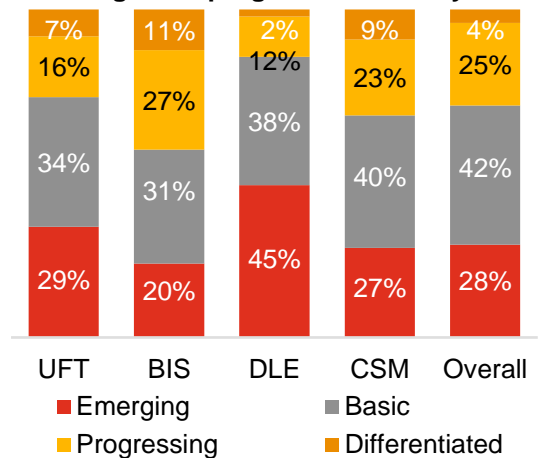


3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational D&I strategy by articulating the business case and establishing supportive governance



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

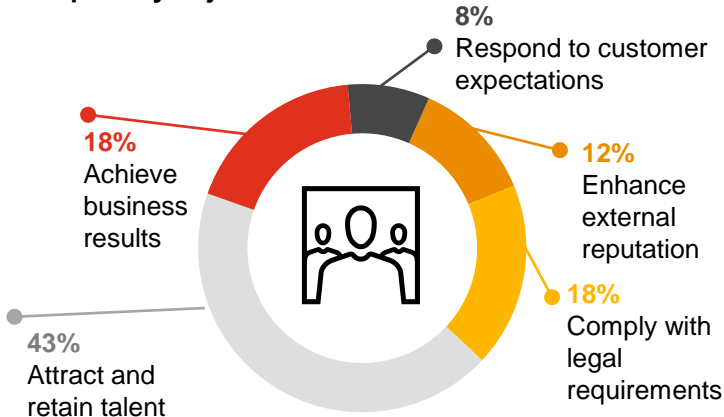
Degree of programme maturity¹



D&I programme goals

While more than half the organisations surveyed (61%) leverage their D&I programme to attract talent or comply with legal requirements, a much smaller group (18%) are leveraging D&I to achieve business results, such as innovation or improved financial performance.

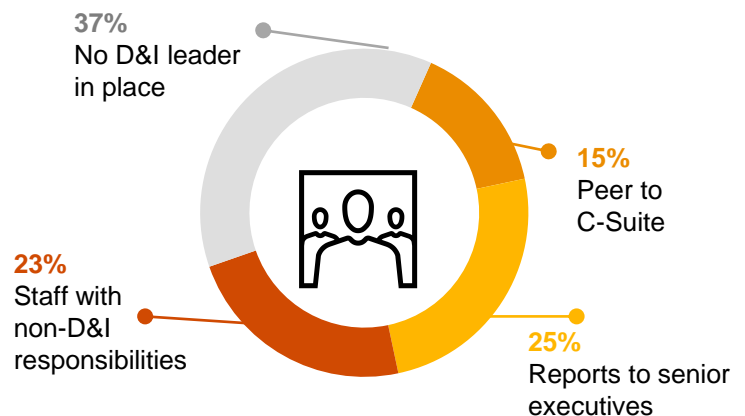
The primary objective of D&I is to...



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 15% of organisations have adopted this programme structure.

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, less than a quarter of global organisations surveyed have adopted this practice (23%) and fewer measure progress towards the achievement of these goals.

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

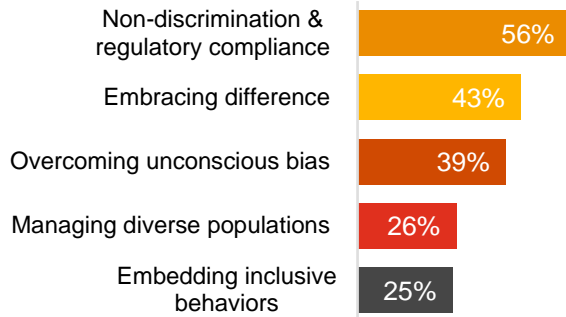
Leaders are tasked with specific D&I goals	23%
Leaders' progress toward meeting their D&I goals is measured	17%
D&I goals influence performance evaluation and compensation outcomes for leaders	11%
D&I goals influence performance evaluation and compensation outcomes for all employees	12%
None of the above	38%



Training programmes in place

Over half of global organisations surveyed (56%) 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.

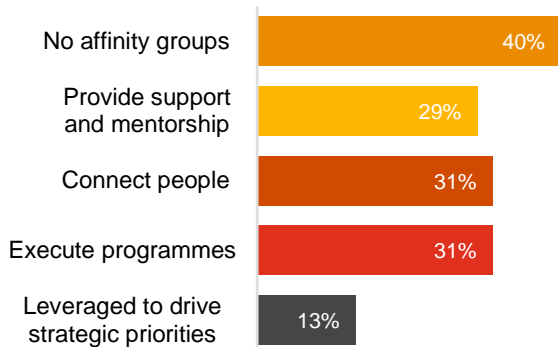
Training programmes focus on...



Role of affinity networks/ resource groups

While the majority (60%) 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.

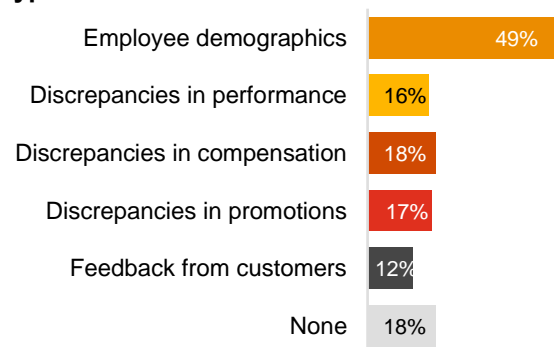
Affinity groups at my organisation...



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 and analyses the following types of data...



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



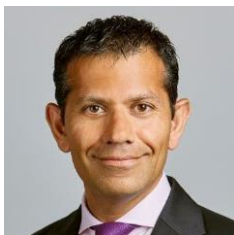
Additional reading

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.

Getting serious about diversity and inclusion as part of your ESG reporting: To overcome some common barriers to ESG and specifically D&I reporting, executives should embrace three leading practices: construct an inspiring story, engage the right leaders and take a data-driven approach. Access the report to find out more.

For a deeper discussion, contact:



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Source: PwC: Global D&I Data, 06/09/2021 based on 2,650+ responses across 26+ industries in 4 countries

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