

Diversity & Inclusion Benchmarking Survey North America Data Sheet



159 Corporate Respondents

3 Countries

21+ Industries



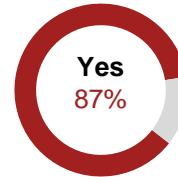


North American organisations have publicly declared their commitment to Diversity & Inclusion (D&I) for some time now, but how have they translated strategy into execution and what impact is it having on the employee experience? PwC's D&I Benchmarking Survey finds out.

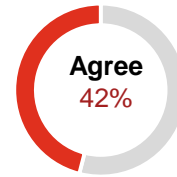
Diversity still a barrier to progression

North American 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

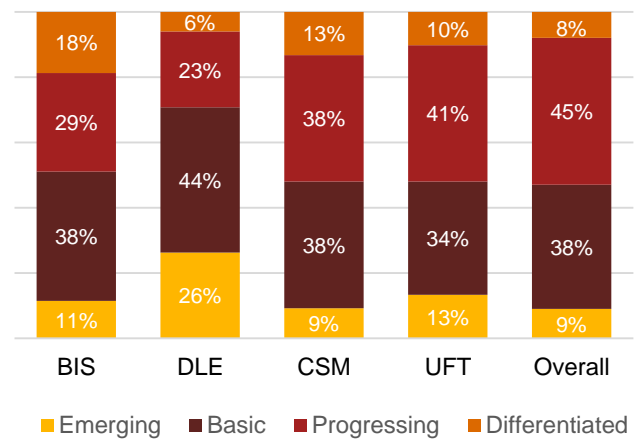


Few D&I programmes reach full maturity

Only 8% of North 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

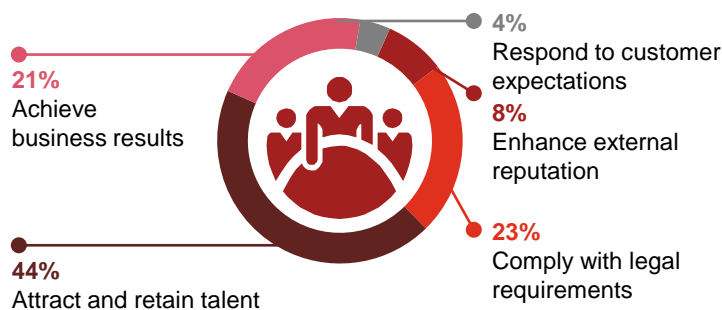
Degree of Programme Maturity



D&I programme goals

While more than half the organisations surveyed (67%) 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

While D&I survey data indicates that having a C-Suite D&I leader is the biggest differentiator between organisations where diversity is not considered a barrier to progression and those where it is, only 29% 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 half of North American organisations have adopted this practice (35%) and fewer measure progress towards the achievement of these goals.

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

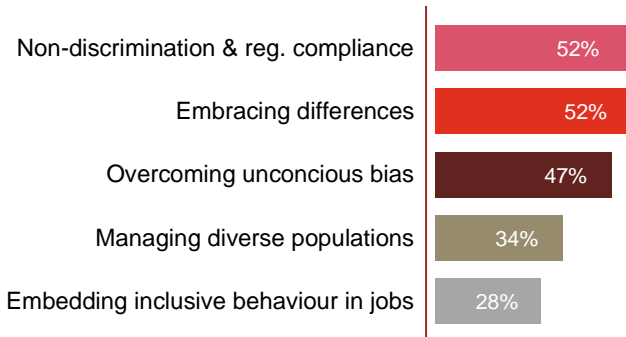
Leaders are tasked with specific D&I goals	35%
Leaders' progress toward meeting their D&I goals is measured	30%
D&I goals influence performance evaluation and compensation outcomes for leaders	23%
D&I goals influence performance evaluation and compensation outcomes for all employees	16%
None of the above	22%



Training programmes in place

Over half of North American organisations (52%) provide training on embracing differences in the workplace. Yet, there is opportunity to expand training on how to embed inclusive behaviours into everyday job responsibilities.

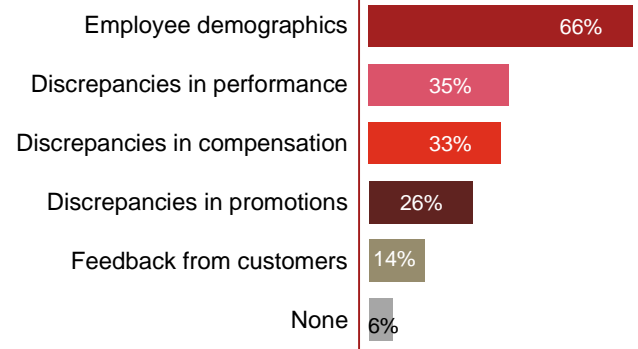
Training programmes focus on...



Leveraging data

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

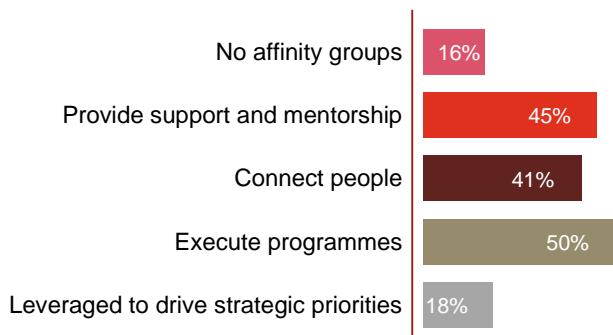
My organisation gathers and analyses the following types of data



Role of affinity networks/resource groups

While the majority (84%) of North American organisations 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...



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



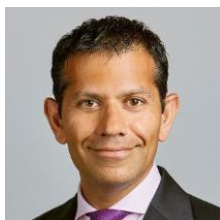
Additional reading

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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