Diversity & Inclusion Benchmarking Survey

North America Data Sheet

- 1000+ Corporate Respondents
- 3 Countries
- 25 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 seeks to find out.

Organisations are making strides around diversity

North American organisations are making strides translating D&I strategy into action: D&I is a stated value or priority area for 74% of organisations, and a nearly equal percentage - 71% of respondents - do not feel diversity is a barrier to progression at their organisation.

However, few D&I programmes reach full maturity

Only 5% of 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

D&I programme goals

While more than half the organisations surveyed (62%) leverage their D&I programme to attract 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...

- 43% Attract and retain talent
- 19% Achieve business results
- 11% Enhance external reputation
- 8% Respond to customer expectations
- 19% Comply with legal requirements

Programme oversight

While D&I survey data indicates that having a dedicated C-Suite D&I leader is one of the elements that differentiates organisations where diversity is not seen as a barrier to progression and those where it is, only 14% of organisations have adopted this programme structure.

The D&I programme leader is...

- 39% No D&I leader in place
- 14% Peer to C-Suite
- 27% Reports to senior executives
- 21% Staff with non-D&I responsibilities

Source: PwC: Global D&I Data, 12/31/2018 based on 1000+ responses across 3 countries and 25 industries
Accountability for D&I results

Tasking leaders with specific D&I goals is key to driving results. Despite this, a quarter of North American organisations have adopted this practice (25%) and fewer measure progress towards the achievement of these goals.

<table>
<thead>
<tr>
<th>How does your organisation drive accountability for D&amp;I results?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders are tasked with specific D&amp;I goals</td>
</tr>
<tr>
<td>Leaders’ progress toward meeting their D&amp;I goals is measured</td>
</tr>
<tr>
<td>D&amp;I goals influence performance evaluation and compensation outcomes for leaders</td>
</tr>
<tr>
<td>D&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 (54%) provide training on non-discrimination and regulatory compliances, and a significant portion focus on embracing differences in the workplace. Yet, there’s opportunity to expand training on embedding inclusive behaviours and managing diverse populations.

**Training programmes focus on...**
- Non-discrimination & reg. compliance: 54%
- Embracing difference: 45%
- Overcoming unconscious bias: 37%
- Managing diverse populations: 28%
- Embedding inclusive behaviors: 25%

Role of affinity networks/resource groups

While the majority (62%) 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...**
- No affinity groups: 38%
- Provide support and mentorship: 30%
- Connect people: 33%
- Execute programmes: 32%
- Leveraged to drive strategic priorities: 12%

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...**
- Employee demographics: 51%
- Discrepancies in performance: 20%
- Discrepancies in compensation: 20%
- Discrepancies in promotions: 19%
- Feedback from customers: 13%
- None: 16%

Source: PwC: Global D&I Data, 12/31/2018 based on 1000+ responses across 3 countries and 25 industries
**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.

[link to survey](pwc.com/diversity-survey)

---

**Additional reading**

**Preparing for tomorrow’s workforce today**: How we work, the place of work within our lives and even what we mean by work are being transformed. What are organisations doing to prepare? And where do they need to step up?

**Out to Succeed**: Find out what high potential LGBT+ employees want from employers. Are businesses delivering? What more should organisations do to enable LGBT+ talent to succeed?

**Mandatory UK Gender Pay Reporting**: What do gender pay disclosures tell us? Through first year of required gender pay reporting, we are able to get a detailed sense of the gender pay gap that sits within the UK’s key employers.

---

**For a deeper discussion, contact:**

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

**Stefanie Coleman**  
Director, People & Organisation, PwC USA  
Tel: +1 347 277 5856  
coleman.stefanie@pwc.com

**Taylor Goodman**  
Sr. Manager, People & Organisation, PwC USA  
Tel: +1 216 570 1169  
taylor.goodman@pwc.com

**Maria Goretti Hernandez**  
Manager, Transformation & Diversity, PwC Mexico  
Tel: 55 5263 8592  
goretti.hernandez@pwc.com

© 2019 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.