## Diversity & Inclusion Benchmarking Survey

### South America Data Sheet

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<th>Details</th>
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<td>160+ Corporate Respondents</td>
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<td>5 Countries</td>
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<td>24 Industries</td>
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Many South American organisations have publicly declared their commitment to Diversity & Inclusion (D&I), 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

South American organisations are struggling with helping translate D&I strategy into action: While D&I is a stated value or priority area for 81% of organisations, 38% of respondents still feel diversity is a barrier to employee progression.

- **D&I is a stated value or priority**
  - Yes: 81%
  - Agree: 38%

### Few D&I programmes reach full maturity

Only 3% of surveyed S. 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

### Programme oversight

While D&I survey data indicates that having a C-Suite D&I leader differentiates organisations where diversity is not considered a barrier to progression, only 24% of organisations have adopted this programme structure.

- The primary objective of D&I is...
  - 12% Respond to customer expectations
  - 15% Achieve business results
  - 15% Enhance external reputation
  - 24% Comply with legal requirements
  - 35% Attract and retain talent

- The D&I programme leader is...
  - 20% No D&I leader in place
  - 25% Staff with non-D&I responsibilities
  - 24% Peer to C-Suite
  - 31% Reports to senior executives

Source: PwC: Global D&I Data, 05/31/2020 based on 160+ responses across 5 countries and 24 industries

1 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 D&I results**

Tasking leaders with specific D&I goals should be key to driving results. Despite this, less than a third of South American organisations have adopted this practice (28%) 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: 28%
- Leaders’ progress toward meeting their D&I goals is measured: 24%
- D&I goals influence performance evaluation and compensation outcomes for leaders: 15%
- D&I goals influence performance evaluation and compensation outcomes for all employees: 21%
- None of the above: 20%

**Training programmes in place**

Less than half of South American organisations surveyed (39%) provide training on embracing differences in the workplace and even fewer offer training on embedding inclusive behaviours into everyday job responsibilities (28%).

**Training programmes focus on…**

- Non-discrimination & reg. compliance: 33%
- Embracing difference: 39%
- Overcoming unconscious bias: 33%
- Managing diverse populations: 34%
- Embedding inclusive behaviors: 28%

**Role of affinity networks/ resource groups**

Among the organisations that have affinity groups, they are being used to both connect people, provide support, and drive strategic priorities. Instituting and leveraging networks in this way is a significant opportunity for the 22% of South American organisations that still do not have affinity groups.

Affinity groups at my organisation…

- No affinity groups: 22%
- Provide support and mentorship: 25%
- Connect people: 38%
- Execute programmes: 36%
- Leveraged to drive strategic priorities: 19%

**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…

- Employee demographics: 43%
- Discrepancies in performance: 28%
- Discrepancies in compensation: 28%
- Discrepancies in promotions: 22%
- Feedback from customers: 20%
- None: 14%

Source: PwC: Global D&I Data, 05/31/2020 based on 160+ responses across 5 countries and 24 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.

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 year three 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:

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Source: PwC: Global D&I Data, 05/31/2020 based on 160+ responses across 5 countries and 24 industries

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