

Diversity, Equity & Inclusion Benchmarking Survey

Technology
Data Sheet



844+ Corporate Respondents

5 Regions

34+ Countries

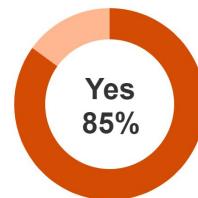
Technology Data Sheet

We have seen a surge of technology organisations publicly declare their commitment to Diversity, Equity & Inclusion (DE&I), 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.

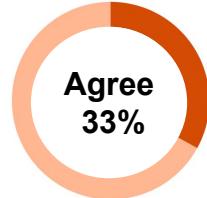
Diversity is still a barrier to progression

Technology organisations are struggling to help translate DE&I strategy into action. While DE&I is a stated value or priority area for 85% of organisations, 33% of surveyed respondents still feel their individual diversity is a barrier to employee progression at their organisation.

DE&I is a stated value or priority



Diversity is a barrier to progression at my organisation



However, few DE&I programmes reach full maturity

Only 7% of surveyed technology organisations' 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

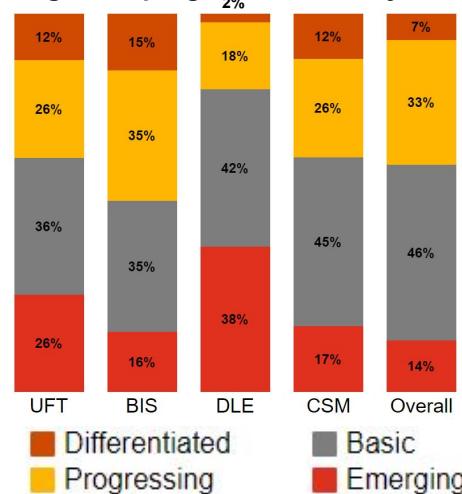


3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational DE&I strategy by articulating the business case and establishing supportive governance



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

Degree of programme maturity¹



DE&I programme goals

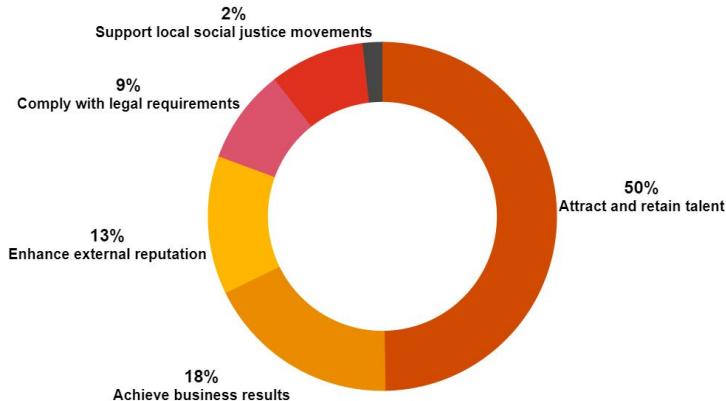
While the majority of technology organisations surveyed (50%) view their DE&I programmes as mechanisms to attract or retain talent, a smaller percentage are connecting DE&I directly to achieving business results, such as innovation or improved financial performance.



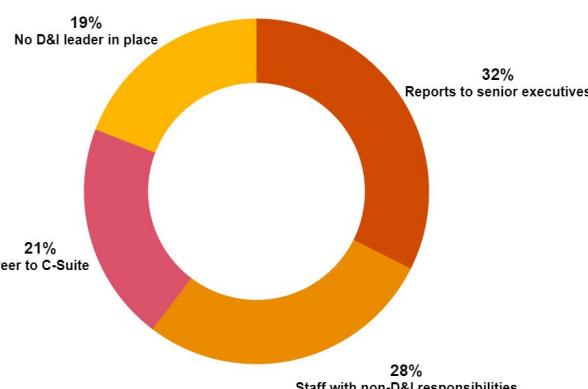
Programme oversight

While DE&I survey data indicates that having a dedicated DE&I leader that is a peer to the C-Suite is a differentiator among organisations where diversity is not considered a barrier to progression, only close to a quarter (21%) of organisations have adopted this programme structure.

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



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, just under a third of technology organisations surveyed have adopted this practice (32%) and fewer measure progress towards the achievement of these goals.

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

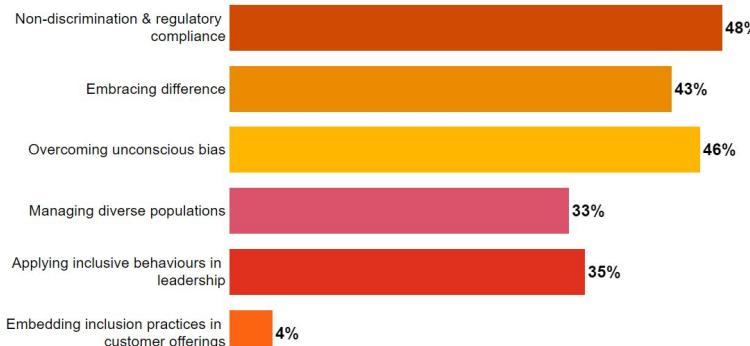
| | |
|---|-----|
| Leaders are tasked with specific DE&I goals | 32% |
| Leaders' progress toward meeting their DE&I goals is measured | 24% |
| DE&I goals influence performance evaluation and compensation outcomes for leaders | 18% |
| DE&I goals influence performance evaluation and compensation outcomes for all employees | 18% |
| None of the above | 30% |



Training programmes in place

Close to half of technology organisations surveyed (48%) provide training on non-discrimination and regulatory compliance and roughly the same proportion are also expanding training to focus on overcoming unconscious bias and embrace differences among employees in the workplace.

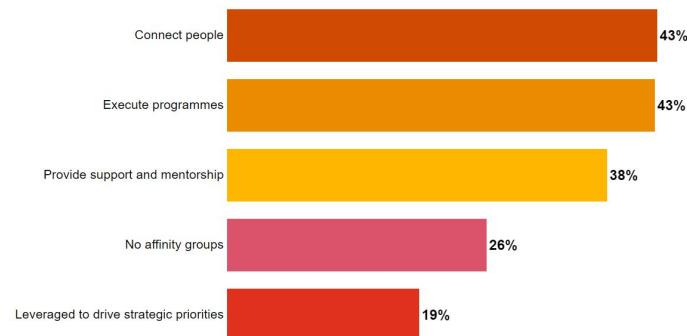
Training programmes focus on...



Role of affinity networks/resource groups

While the majority (74%) of technology 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.

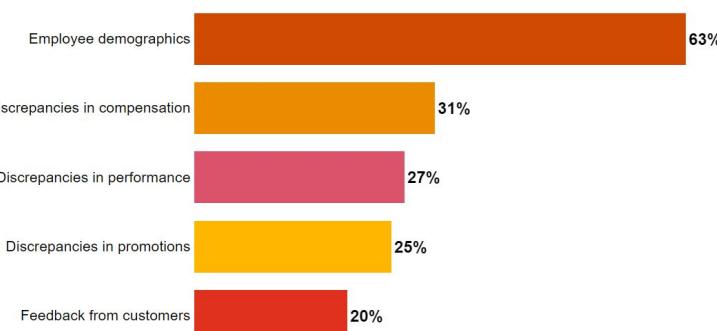
Affinity groups at my organisation...



Leveraging data

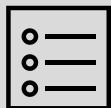
Driving sustainable change requires effective monitoring efforts. Most organisations track employee demographics (e.g., gender), but significantly fewer measure discrepancies in compensation, performance, or promotions based on these attributes.

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.



pwc.com/research/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

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

© 2022 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.