Diversity, Equity & Inclusion Benchmarking Survey

**Technology Data Sheet**

- 844+ Corporate Respondents
- 5 Regions
- 34+ Countries

*pwc*
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.

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

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.

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

- Attract and retain talent (50%)
- Enhance external reputation (13%)
- Comply with legal requirements (9%)
- Support local social justice movements (2%)
- Achieve business results (18%)

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 DE&I programme leader is...

- No DE&I leader in place (19%)
- Peer to C-Suite (21%)
- Reports to senior executives (32%)
- Staff with non-D&E responsibilities (28%)

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

*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 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.

**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.

**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.

**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.

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

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders are tasked with specific DE&amp;I goals</td>
<td>32%</td>
</tr>
<tr>
<td>Leaders’ progress toward meeting their DE&amp;I goals is measured</td>
<td>24%</td>
</tr>
<tr>
<td>DE&amp;I goals influence performance evaluation and compensation outcomes for leaders</td>
<td>18%</td>
</tr>
<tr>
<td>DE&amp;I goals influence performance evaluation and compensation outcomes for all employees</td>
<td>18%</td>
</tr>
<tr>
<td>None of the above</td>
<td>30%</td>
</tr>
</tbody>
</table>

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

pwcresearch.com/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.