Diversity & Inclusion Benchmarking Survey

Technology Data Sheet

300+ Corporate Respondents
5 Regions
20+ Countries
We have seen a surge of technology organisations publicly declare 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

Technology organisations are struggling to help translate D&I strategy into action. While D&I is a stated value or priority area for 77% of organisations, 39% of surveyed respondents still feel their individual diversity is a barrier to employee progression at their organisation.

However, few D&I programmes reach full maturity

Only 7% of surveyed technology 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 the majority of technology organisations surveyed (62%) view their D&I programmes as mechanisms for legal compliance or talent attraction, a smaller percentage are connecting D&I directly to the achievement of business results, such as innovation or improved financial performance.

The primary objective of D&I is...

8% Respond to customer expectations
12% Enhance external reputation
15% Comply with legal requirements
19% Achieve business results
47% Attract and retain talent

Programme oversight

While D&I survey data indicates that having a dedicated C-Suite D&I leader 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 D&I programme leader is...

20% No D&I leader in place
21% Peer to C-Suite
32% Reports to senior executives
27% Staff with non-D&I responsibilities

Source: PwC: Global D&I Data, 05/31/2020 based on 300+ responses across 5 regions and 20+ countries

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.
Communicating the Vision

Clear communications around D&I goals can be key to creating a culture of inclusion. Yet, over half (61%) of technology organisations surveyed communicate infrequently or on an ad hoc basis about D&I, and only 16% discuss D&I as part of their broader strategy and goals.

<table>
<thead>
<tr>
<th>How frequently does your organisation communicate about D&amp;I?</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Very infrequently or not at all</td>
<td>26%</td>
</tr>
<tr>
<td>On an ad hoc basis</td>
<td>35%</td>
</tr>
<tr>
<td>In regular communications that focus on D&amp;I</td>
<td>23%</td>
</tr>
<tr>
<td>Whenever discussing our business strategy &amp; goals</td>
<td>16%</td>
</tr>
</tbody>
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Training programmes in place

A leading practice is to provide training on how to embed inclusive behaviours into everyday job responsibilities. Yet, less than a third of technology organisations surveyed (27%) have adopted this practice.

Training programmes focus on...

- Non-discrimination & reg. compliance: 40%
- Embracing difference: 40%
- Overcoming unconscious bias: 36%
- Managing diverse populations: 30%
- Embedding inclusive behaviors: 27%

Role of affinity networks/resource groups

While the majority (73%) 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...

- No affinity groups: 27%
- Provide support and mentorship: 34%
- Connect people: 41%
- Execute programmes: 39%
- 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 less measure discrepancies in compensation, performance, or promotions based on these attributes.

My organisation gathers and analyses the following types of data...

- Employee demographics: 56%
- Discrepancies in performance: 26%
- Discrepancies in compensation: 28%
- Discrepancies in promotions: 23%
- Feedback from customers: 18%
- None: 15%

Source: PwC: Global D&I Data, 05/31/2020 based on 300+ responses across 5 regions and 20+ countries
**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

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**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.

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**For a deeper discussion, contact:**

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