Diversity & Inclusion Benchmarking Survey

Technology
Data Sheet

490+ Corporate Respondents
5 Regions
25+ 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 78% of organisations, 38% of surveyed respondents still feel their individual diversity is a barrier to employee progression at their organisation.

D&I is a stated value or priority

<table>
<thead>
<tr>
<th>Yes</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>78%</td>
<td>38%</td>
</tr>
</tbody>
</table>

Diversity is a barrier to progression at my 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

Degree of programme maturity

<table>
<thead>
<tr>
<th>UFT</th>
<th>BIS</th>
<th>DLE</th>
<th>CSM</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emerging</td>
<td>Progressing</td>
<td>Basic</td>
<td>Differentiated</td>
<td></td>
</tr>
<tr>
<td>11%</td>
<td>14%</td>
<td>3%</td>
<td>11%</td>
<td>7%</td>
</tr>
<tr>
<td>25%</td>
<td>32%</td>
<td>38%</td>
<td>22%</td>
<td>29%</td>
</tr>
<tr>
<td>31%</td>
<td>33%</td>
<td>42%</td>
<td>43%</td>
<td>42%</td>
</tr>
<tr>
<td>25%</td>
<td>16%</td>
<td>42%</td>
<td>23%</td>
<td>20%</td>
</tr>
<tr>
<td>25%</td>
<td>32%</td>
<td>16%</td>
<td>7%</td>
<td>22%</td>
</tr>
<tr>
<td>11%</td>
<td>14%</td>
<td>3%</td>
<td>11%</td>
<td>7%</td>
</tr>
</tbody>
</table>

D&I programme goals
While the majority of technology organisations surveyed (64%) 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 to...

<table>
<thead>
<tr>
<th>Objective</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comply with legal requirements</td>
<td>13%</td>
</tr>
<tr>
<td>Achieve business results</td>
<td>17%</td>
</tr>
<tr>
<td>Respond to customer expectations</td>
<td>7%</td>
</tr>
<tr>
<td>Enhance external reputation</td>
<td>13%</td>
</tr>
<tr>
<td>Attract and retain talent</td>
<td>51%</td>
</tr>
</tbody>
</table>

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 (20%) of organisations have adopted this programme structure.

The D&I programme leader is...

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No D&amp;I leader in place</td>
<td>22%</td>
</tr>
<tr>
<td>Peer to C-Suite</td>
<td>20%</td>
</tr>
<tr>
<td>Reports to senior executives</td>
<td>30%</td>
</tr>
</tbody>
</table>

Source: PwC: Global D&I Data, 06/09/2021 based on 490+ responses across 5 regions and 25+ countries

*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 is key to driving results. Despite this, just under a third of technology organisations surveyed have adopted this practice (27%) and fewer measure progress towards the achievement of these goals.

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

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders are tasked with specific D&amp;I goals</td>
<td>27%</td>
</tr>
<tr>
<td>Leaders’ progress toward meeting their D&amp;I goals is measured</td>
<td>20%</td>
</tr>
<tr>
<td>D&amp;I goals influence performance evaluation and compensation outcomes for leaders</td>
<td>16%</td>
</tr>
<tr>
<td>D&amp;I goals influence performance evaluation and compensation outcomes for all employees</td>
<td>16%</td>
</tr>
<tr>
<td>None of the above</td>
<td>35%</td>
</tr>
</tbody>
</table>

**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 (28%) have adopted this practice.

**Training programmes focus on…**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-discrimination &amp; regulatory compliance</td>
<td>43%</td>
</tr>
<tr>
<td>Embracing difference</td>
<td>37%</td>
</tr>
<tr>
<td>Overcoming unconscious bias</td>
<td>42%</td>
</tr>
<tr>
<td>Managing diverse populations</td>
<td>29%</td>
</tr>
<tr>
<td>Embedding inclusive behaviors</td>
<td>28%</td>
</tr>
</tbody>
</table>

**Role of affinity networks/resource groups**

While the majority (75%) 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…**

<table>
<thead>
<tr>
<th>Affinity group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No affinity groups</td>
<td>25%</td>
</tr>
<tr>
<td>Provide support and mentorship</td>
<td>36%</td>
</tr>
<tr>
<td>Connect people</td>
<td>42%</td>
</tr>
<tr>
<td>Execute programmes</td>
<td>40%</td>
</tr>
<tr>
<td>Leveraged to drive strategic priorities</td>
<td>18%</td>
</tr>
</tbody>
</table>

**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…**

<table>
<thead>
<tr>
<th>Data type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee demographics</td>
<td>58%</td>
</tr>
<tr>
<td>Discrepancies in performance</td>
<td>24%</td>
</tr>
<tr>
<td>Discrepancies in compensation</td>
<td>27%</td>
</tr>
<tr>
<td>Discrepancies in promotions</td>
<td>23%</td>
</tr>
<tr>
<td>Feedback from customers</td>
<td>16%</td>
</tr>
<tr>
<td>None</td>
<td>16%</td>
</tr>
</tbody>
</table>

Source: PwC: Global D&I Data, 06/09/2021 based on 490+ responses across 5 regions and 25+ 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

Additional reading

Hopes and fears 2021: In one of the largest global surveys of workers, people revealed a mostly optimistic story, but one with some concerning undercurrents, including 50% stating they have been held back by discrimination at work. Access the full report to find out more.

A remarkable thing could happen as we return to work: This report details why 2021 will be a pivotal moment for leaders as they connect in new ways with their employees and society.

For a deeper discussion, contact:

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Source: PwC: Global D&I Data, 06/09/2021 based on 490+ responses across 5 regions and 25+ countries

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