# 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.

**DE&I is a stated value or priority**

Yes 85%
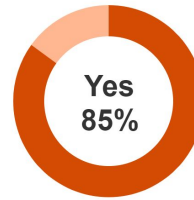
**Diversity is a barrier to progression at my organisation**

Agree 33%
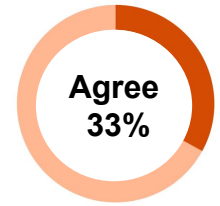
## However, few DE&I programmes reach full maturity

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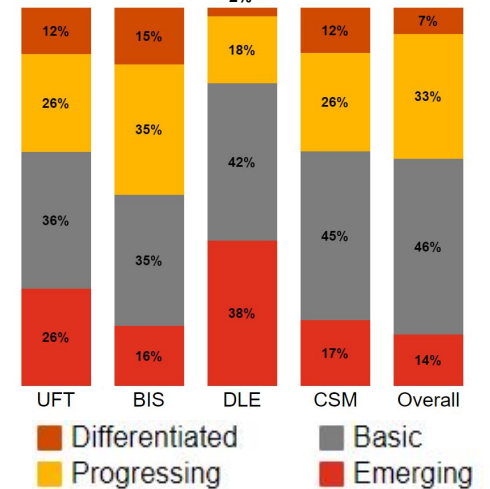
3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational DE&I strategy by articulating the business case and establishing supportive governance

4. Creating Sustainable Movement (CSM): Executing the DE&I strategy across all elements of the business
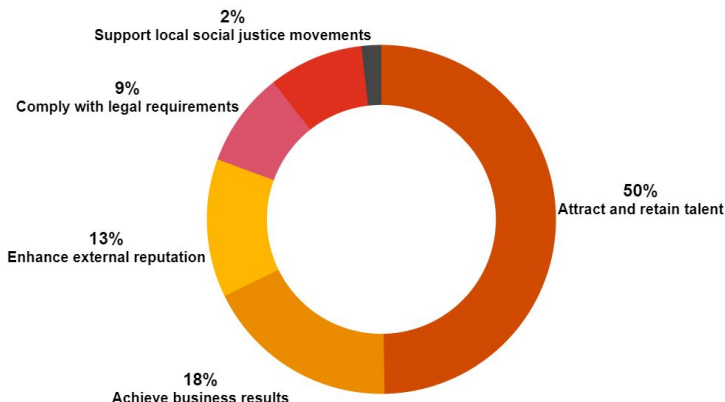
**Degree of programme maturity[1]**

| | UFT | BIS | DLE | CSM | Overall |
|---|---|---|---|---|---|
| Differentiated | 12% | 15% | 2% | 12% | 7% |
| Progressing | 26% | 35% | 18% | 26% | 33% |
| Basic | 36% | 35% | 42% | 45% | 46% |
| Emerging | 26% | 16% | 38% | 17% | 14% |

Legend: Differentiated · Basic · Progressing · Emerging

## 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.
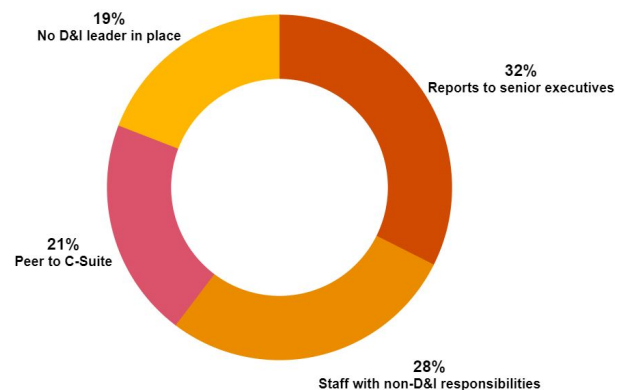
**The primary objective of DE&I is to…**

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

## 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…**

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

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

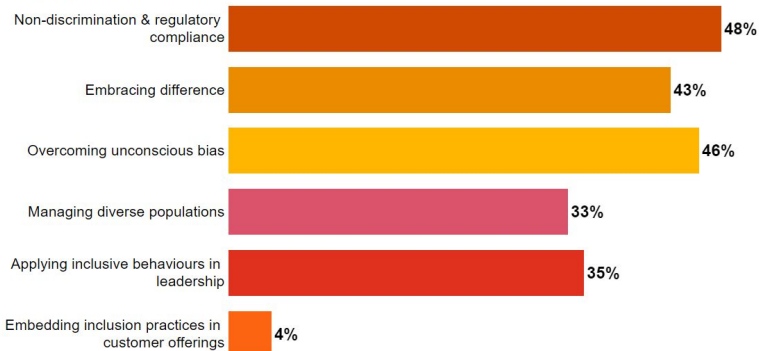| How does your organisation drive accountability for DE&I results? | |
|---|---|
| Leaders are tasked with specific DE&I goals | **32%** |
| Leaders' progress toward meeting their DE&I goals is measured | **24%** |
| DE&I goals influence performance evaluation and compensation outcomes for leaders | **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.
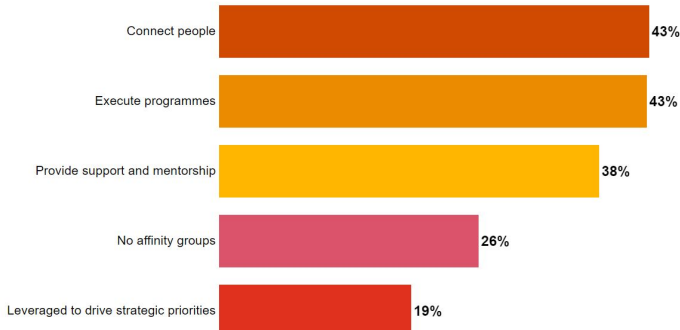
**Training programmes focus on...**

| | |
|---|---|
| Non-discrimination & regulatory compliance | 48% |
| Embracing difference | 43% |
| Overcoming unconscious bias | 46% |
| Managing diverse populations | 33% |
| Applying inclusive behaviours in leadership | 35% |
| Embedding inclusion practices in customer offerings | 4% |

## 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.
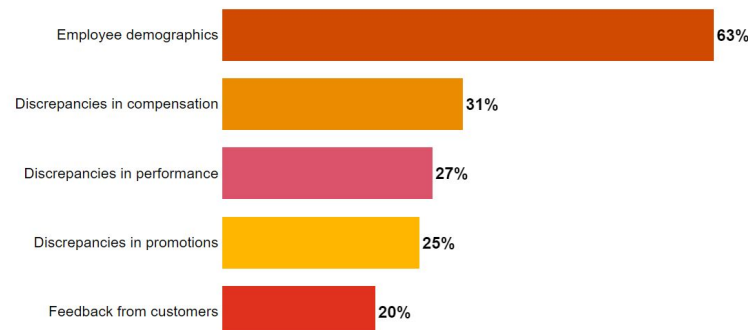
**Affinity groups at my organisation...**

| | |
|---|---|
| Connect people | 43% |
| Execute programmes | 43% |
| Provide support and mentorship | 38% |
| No affinity groups | 26% |
| 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 & analyses the following types of data...**

| | |
|---|---|
| Employee demographics | 63% |
| Discrepancies in compensation | 31% |
| Discrepancies in performance | 27% |
| Discrepancies in promotions | 25% |
| Feedback from customers | 20% |

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/

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### 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.

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### For a deeper discussion, contact:

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