Diversity & Inclusion Benchmarking Survey

Technology
Data Sheet

490+ Corporate Respondents

5 Regions

25+ Countries

pwc

Technology
Data Sheet

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

Yes
78%
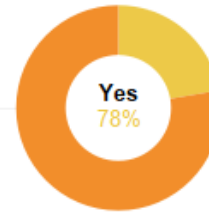
Diversity is a barrier to progression at my organisation

Agree
38%
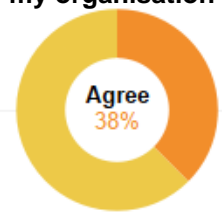
However, few D&I programmes reach full maturity

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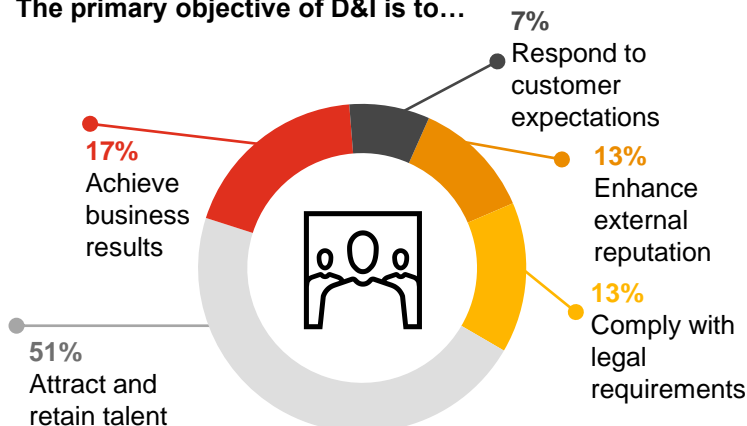
4. Creating Sustainable Movement (CSM): Executing the D&I strategy across all elements of the business

Degree of programme maturity[1]

	UFT	BIS	DLE	CSM	Overall
Differentiated	11%	14%	3%	11%	7%
Progressing	25%	32%	16%	22%	29%
Basic	31%	33%	38%	42%	43%
Emerging	25%	16%	42%	23%	20%

- 🔴 Emerging
- ⬜ Basic
- 🟡 Progressing
- 🟧 Differentiated

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.
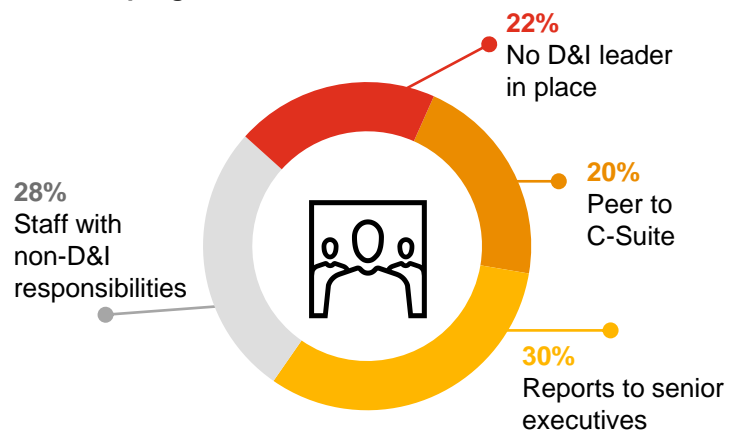
The primary objective of D&I is to…

- 7% Respond to customer expectations
- 13% Enhance external reputation
- 13% Comply with legal requirements
- 51% Attract and retain talent
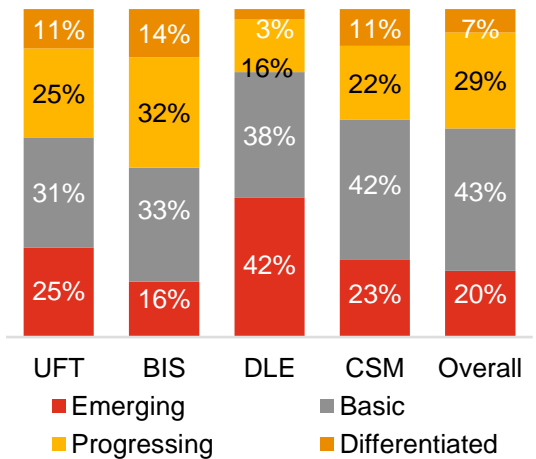- 17% Achieve business results

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…

- 22% No D&I leader in place
- 20% Peer to C-Suite
- 30% Reports to senior executives
- 28% Staff with non-D&I responsibilities

✏️ 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.

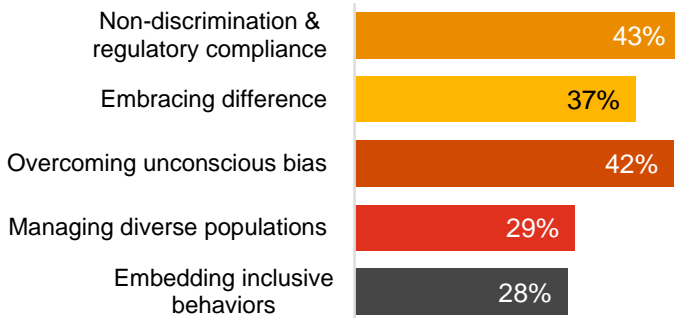| How does your organisation drive accountability for D&I results?	
Leaders are tasked with specific D&I goals	27%
Leaders' progress toward meeting their D&I goals is measured	20%
D&I goals influence performance evaluation and compensation outcomes for leaders	16%
D&I goals influence performance evaluation and compensation outcomes for all employees	16%
None of the above	35%

🖥️ 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.
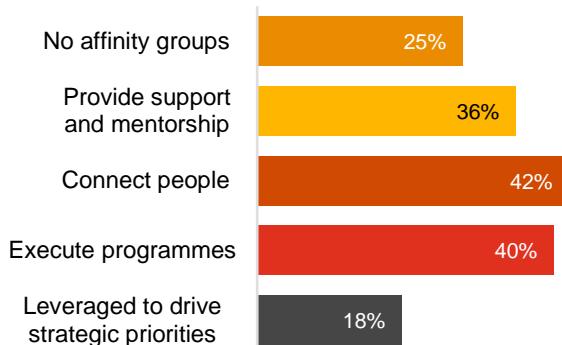
Training programmes focus on…

Non-discrimination & regulatory compliance	43%
Embracing difference	37%
Overcoming unconscious bias	42%
Managing diverse populations	29%
Embedding inclusive behaviors	28%

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.
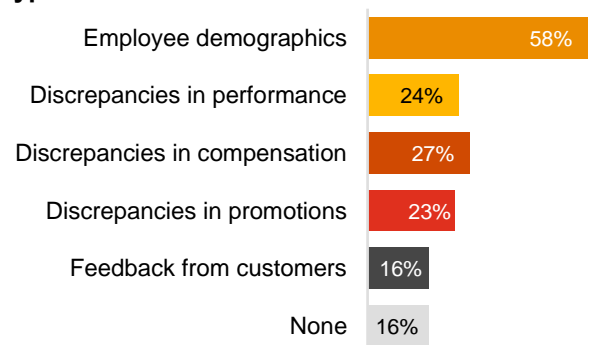
Affinity groups at my organisation…

No affinity groups	25%
Provide support and mentorship	36%
Connect people	42%
Execute programmes	40%
Leveraged to drive strategic priorities	18%

🔍 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…

Employee demographics	58%
Discrepancies in performance	24%
Discrepancies in compensation	27%
Discrepancies in promotions	23%
Feedback from customers	16%
None	16%

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:
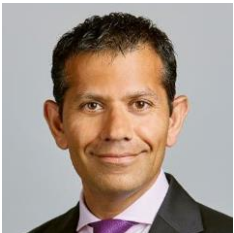
Bhushan Sethi
Joint Global Leader, People &
Organisation, PwC United States
Tel: +1 917 863 9369
bhushan.sethi@pwc.com
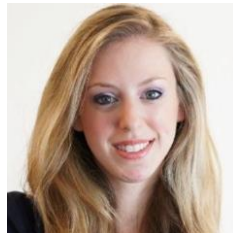
Taylor Goodman
Director, People & Organisation, PwC
United States
Tel: +1 216 570 1169
taylor.goodman@pwc.com

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