Diversity & Inclusion Benchmarking Survey

South America
Data Sheet

147 Corporate Respondents

4 Countries

22 Industries

pwc

South America
Data Sheet

Many South American organisations have publicly declared 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 seeks to find out.

Diversity still a barrier to progression

South American organisations are struggling with translating D&I strategy into action. While D&I is a stated value or priority area for 80% of organisations, 38% of respondents still feel diversity is a barrier to employee progression.

D&I is a stated value or priority

Yes
80%

Diversity is a barrier to progression at my organisation

Agree
38%
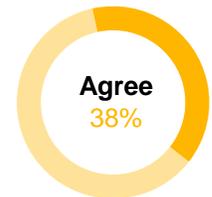
Few D&I programmes reach full maturity

Only 4% of South American 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
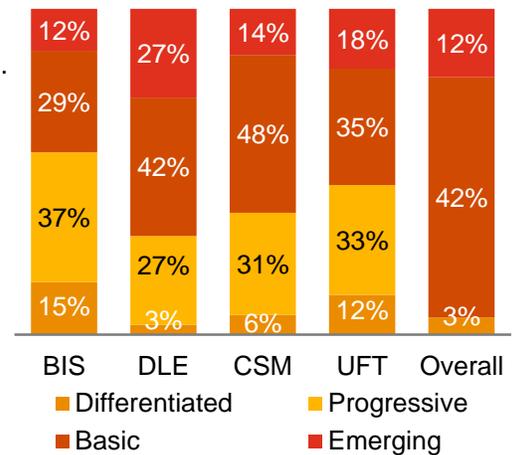
3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational D&I strategy by articulating the business case and establishing supportive governance

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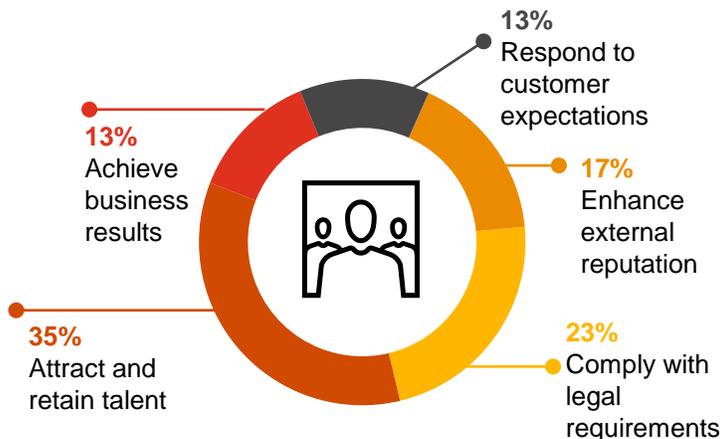
Degree of programme maturity

	BIS	DLE	CSM	UFT	Overall
Emerging	12%	27%	14%	18%	12%
Basic	29%	42%	48%	35%	42%
Progressive	37%	27%	31%	33%	
Differentiated	15%	3%	6%	12%	3%

- Differentiated
- Progressive
- Basic
- Emerging

D&I programme goals

While more than half the organisations surveyed (58%) leverage their D&I programme to attract talent or comply with legal requirements, few are connecting them directly to responding to customer expectations, or the achievement of business results, such as innovation.
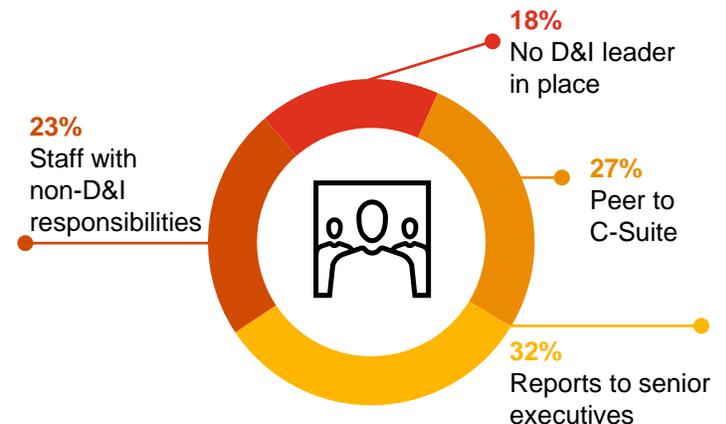
The primary objective of D&I is to…

- 13% Respond to customer expectations
- 17% Enhance external reputation
- 23% Comply with legal requirements
- 35% Attract and retain talent
- 13% Achieve business results

Programme oversight

While D&I survey data indicates that having a C-Suite D&I leader differentiates organisations where diversity is not considered a barrier to progression and those where it is, only 27% of organisations have adopted this programme structure.

The D&I programme leader is…

- 18% No D&I leader in place
- 27% Peer to C-Suite
- 32% Reports to senior executives
- 23% 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, less than a third of South American organisations have adopted this practice (29%) and fewer measure progress towards the achievement of these goals.

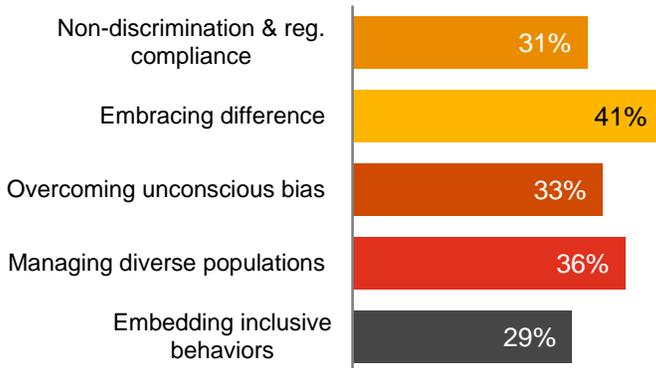**How does your organisation drive accountability for D&I results?**

Leaders are tasked with specific D&I goals	**29%**
Leaders' progress toward meeting their D&I goals is measured	**26%**
D&I goals influence performance evaluation and compensation outcomes for leaders	**16%**
D&I goals influence performance evaluation and compensation outcomes for all employees	**22%**
None of the above	**16%**

Training programmes in place

Less than half of South American organisations (41%) provide training on embracing differences in the workplace and even fewer offer training on embedding inclusive behaviours into everyday job responsibilities (29%).
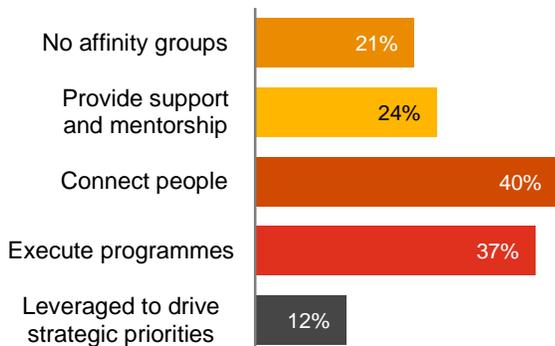
Training programmes focus on…

- Non-discrimination & reg. compliance — 31%
- Embracing difference — 41%
- Overcoming unconscious bias — 33%
- Managing diverse populations — 36%
- Embedding inclusive behaviors — 29%

Role of affinity networks/ resource groups

While the majority (79%) of South American 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.
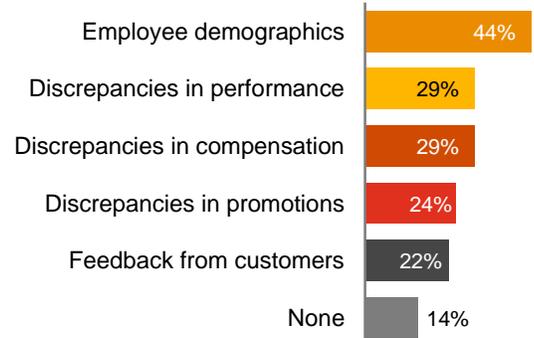
Affinity groups at my organisation…

- No affinity groups — 21%
- Provide support and mentorship — 24%
- Connect people — 40%
- Execute programmes — 37%
- Leveraged to drive strategic priorities — 12%

Leveraging data

Driving sustainable change requires effective monitoring efforts. Many 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 — 44%
- Discrepancies in performance — 29%
- Discrepancies in compensation — 29%
- Discrepancies in promotions — 24%
- Feedback from customers — 22%
- None — 14%

Source: PwC: Global D&I Data, 12/31/18 based on 147 responses across 4 countries and over 22 industries

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.
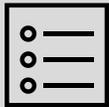
pwc.com/diversity-survey

Additional reading

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 first year 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.

For a deeper discussion, contact:

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