Diversity, Equity & Inclusion Benchmarking Survey

Healthcare
Data Sheet

722+ Corporate Respondents

5 Regions

32+ Countries

Many Healthcare organisations have publicly declared their commitment to Diversity, Equity & Inclusion (DE&I) for some time now, 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.

Organisations are making strides around diversity

Healthcare organisations are making strides helping translate DE&I strategy into action. DE&I is a stated value or priority area for 86% of organisations, and 75% of respondents do not feel their individual diversity is a barrier to progression at their organisation.

DE&I is a stated value or priority

Yes 86%
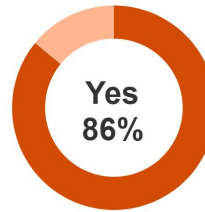
Diversity is a barrier to progression at my organisation

Agree 25%
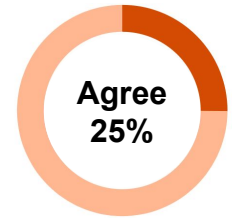
However, few DE&I programmes reach full maturity

Only 5% of surveyed Healthcare 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
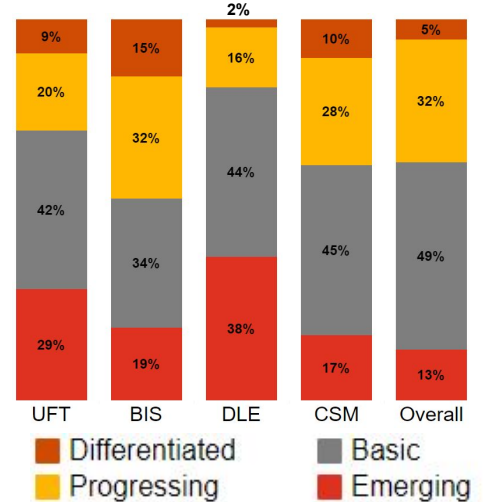
3. **Developing Leadership Engagement (DLE):** Engaging leadership around an inspirational DE&I strategy by articulating the business case and establishing supportive governance

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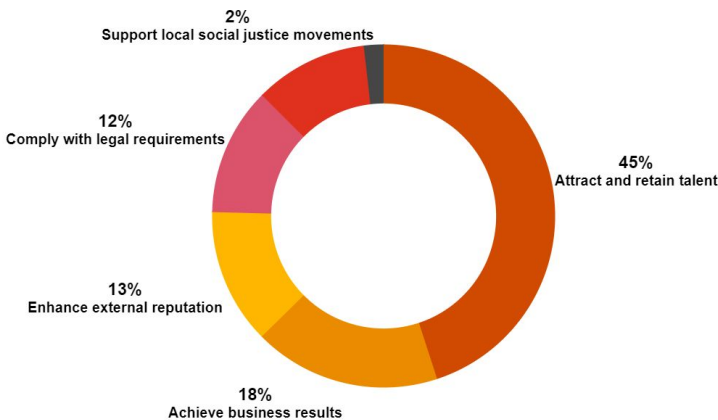
Degree of programme maturity[1]

	UFT	BIS	DLE	CSM	Overall
Differentiated	9%	15%	2%	10%	5%
Progressing	20%	32%	16%	28%	32%
Basic	42%	34%	44%	45%	49%
Emerging	29%	19%	38%	17%	13%

Legend: Differentiated | Basic | Progressing | Emerging

DE&I programme goals

Nearly half of Healthcare organisations surveyed (45%) view their DE&I programme primarily as a way to attract and retain talent, but far fewer are connecting DE&I directly to responding to achieve business results, or enhancing the external reputation.
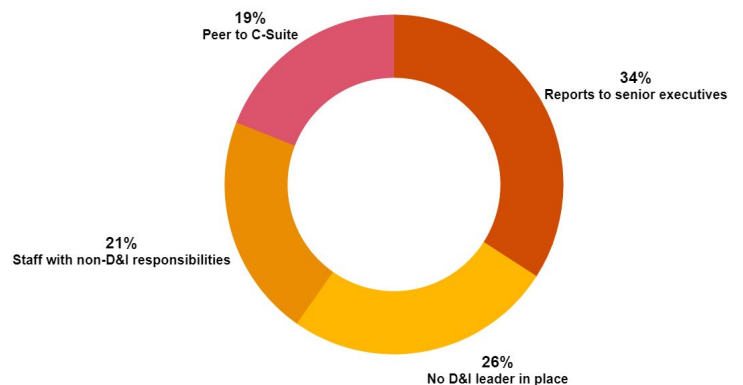
The primary objective of DE&I is to…

- 2% Support local social justice movements
- 12% Comply with legal requirements
- 13% Enhance external reputation
- 18% Achieve business results
- 45% 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 can be a differentiator among organisations where diversity is not considered a barrier to progression, only 19% of Healthcare organisations surveyed have adopted this programme structure.

The DE&I programme leader is…

- 19% Peer to C-Suite
- 34% Reports to senior executives
- 21% Staff with non-D&I responsibilities
- 26% No D&I leader in place

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 (29%) of Healthcare organisations surveyed have adopted this practice, with fewer measuring progress toward meeting goals or holding leaders accountable.

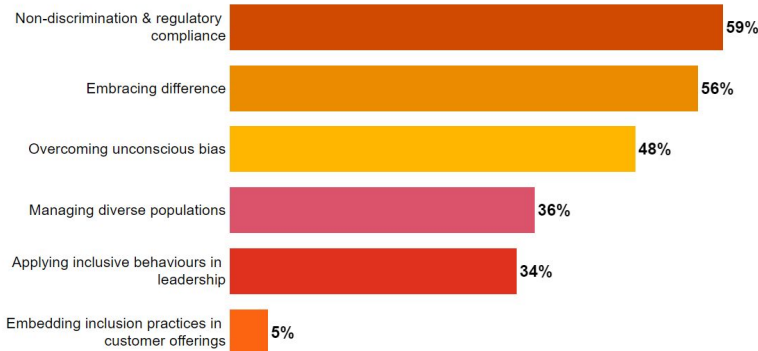| How does your organisation drive accountability for DE&I results?	
Leaders are tasked with specific DE&I goals	29%
Leaders' progress toward meeting their DE&I goals is measured	20%
DE&I goals influence performance evaluation and compensation outcomes for leaders	16%
DE&I goals influence performance evaluation and compensation outcomes for all employees	18%
None of the above	26%

Training programmes in place

A leading practice is to provide training on how to embed inclusive behaviours into everyday job responsibilities. Yet, only 34% of Healthcare organisations adopt this practice.
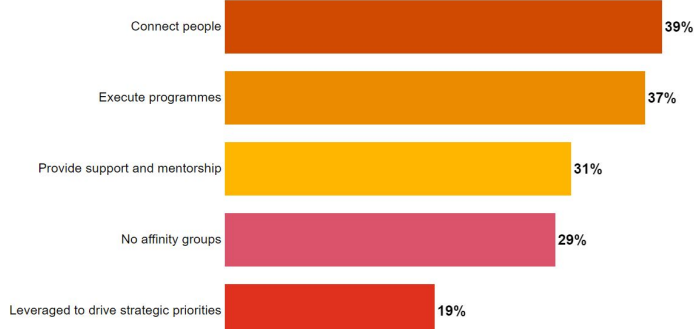
Training programmes focus on...

- Non-discrimination & regulatory compliance — 59%
- Embracing difference — 56%
- Overcoming unconscious bias — 48%
- Managing diverse populations — 36%
- Applying inclusive behaviours in leadership — 34%
- Embedding inclusion practices in customer offerings — 5%

Role of affinity networks/ resource groups

While the majority (71%) of Healthcare organisations have affinity groups, they are mostly used to foster networks and execute programmes, rather than to inform decision-making and drive business priorities.
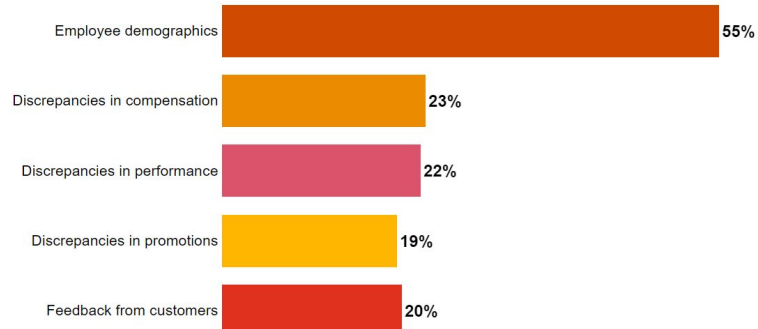
Affinity groups at my organisation...

- Connect people — 39%
- Execute programmes — 37%
- Provide support and mentorship — 31%
- No affinity groups — 29%
- 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 — 55%
- Discrepancies in compensation — 23%
- Discrepancies in performance — 22%
- Discrepancies in promotions — 19%
- 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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