Diversity & Inclusion Benchmarking Survey

Healthcare Data Sheet

183 Corporate Respondents
5 Regions
15 Countries
Many healthcare 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
Healthcare organisations are struggling with translating D&I strategy into action. While D&I is a stated value or priority area for 68% of organisations, only about half of respondents (51%) disagree that diversity is a barrier to progression at their organisation.

### Few D&I programmes reach full maturity
Only 4% of healthcare 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

### D&I programme goals
Roughly a quarter of healthcare organisations surveyed (25%) view their D&I programme primarily as a way to comply with legal requirements, with fewer connecting D&I directly to the achievement of business results, such as innovation, or the ability to respond to customers’ expectations.

The primary objective of D&I is to...

- 38% Attract and retain talent
- 17% Achieve business results
- 25% Comply with legal requirements
- 13% Enhance external reputation
- 8% Respond to customer expectations

### Programme oversight
While survey data indicates that a dedicated C-Suite D&I leader is a differentiator among organisations where diversity is not seen as a barrier to progression and those where it is, only 10% of healthcare organisations have adopted this programme structure.

The D&I programme leader is...

- 39% No D&I leader in place
- 10% Peer to C-Suite
- 19% Staff with non-D&I responsibilities
- 32% Reports to senior executives

Source: PwC: Global D&I Data, 12/31/18 based on 183 responses across 5 regions and over 15 countries
Accountability for D&I results

Tasking leaders with specific D&I goals is key to driving results. Despite this, less than a third (29%) of healthcare organisations have adopted this practice, with fewer measuring progress toward meeting goals or holding leaders accountable.

<table>
<thead>
<tr>
<th>How does your organisation drive accountability for D&amp;I results?</th>
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<tbody>
<tr>
<td>Leaders are tasked with specific D&amp;I goals</td>
<td>29%</td>
</tr>
<tr>
<td>Leaders’ progress toward meeting their D&amp;I goals is measured</td>
<td>17%</td>
</tr>
<tr>
<td>D&amp;I goals influence performance evaluation and compensation outcomes for leaders</td>
<td>14%</td>
</tr>
<tr>
<td>D&amp;I goals influence performance evaluation and compensation outcomes for all employees</td>
<td>13%</td>
</tr>
<tr>
<td>None of the above</td>
<td>32%</td>
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</tbody>
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Training programmes in place

A leading practice is to provide training on how to embed inclusive behaviours into everyday job responsibilities. Yet, only 24% of healthcare organisations adopt this practice.

Training programmes focus on...

- Non-discrimination & reg. compliance: 53%
- Embracing difference: 51%
- Overcoming unconscious bias: 34%
- Managing diverse populations: 34%
- Embedding inclusive behaviors in jobs: 24%

Role of affinity networks/resource groups

While the majority (60%) 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...

- No affinity groups: 40%
- Provide support and mentorship: 25%
- Connect people: 31%
- Execute programmes: 27%
- Leveraged to drive strategic priorities: 13%

Leveraging data

Driving sustainable change requires effective monitoring efforts. The majority of organisations track employee demographics (e.g., gender), but significantly less measure discrepancies in compensation, performance, or promotions based on these attributes.

My organisation gathers and analyses the following types of data

- Employee demographics: 56%
- Discrepancies in performance: 19%
- Discrepancies in compensation: 16%
- Discrepancies in promotions: 17%
- Feedback from customers: 16%
- None: 12%

Source: PwC: Global D&I Data, 12/31/18 based on 183 responses across 5 regions and over 15 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

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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