

Diversity & Inclusion Benchmarking Survey

Healthcare Data Sheet



~300 Corporate Respondents

5 Regions

17 Countries

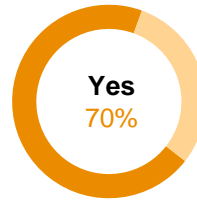
Healthcare Data Sheet

Many healthcare organisations have publicly declared their commitment to Diversity & Inclusion (D&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 D&I Benchmarking Survey finds out.

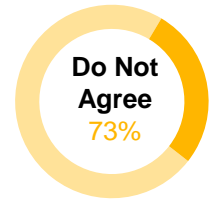
Organisations are making strides around diversity

Healthcare organisations are making strides helping translate D&I strategy into action: D&I is a stated value or priority area for 70% of organisations, and a roughly equal percentage - 73% of respondents - do not feel their individual diversity is a barrier to progression at their organisation.

D&I is a stated value or priority



Diversity is a barrier to progression at my organisation



However, few D&I programmes reach full maturity

Only 4% of surveyed 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

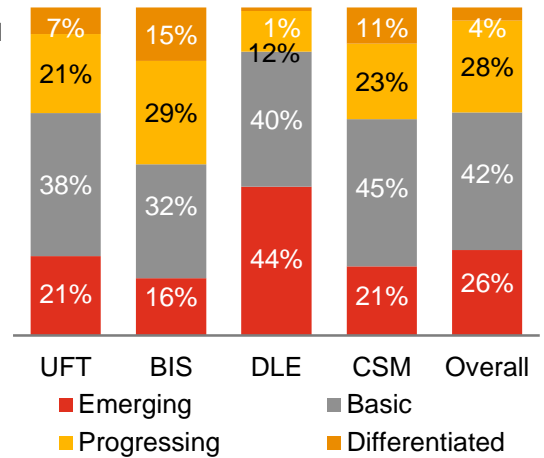


3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational D&I strategy by articulating the business case and establishing supportive governance



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

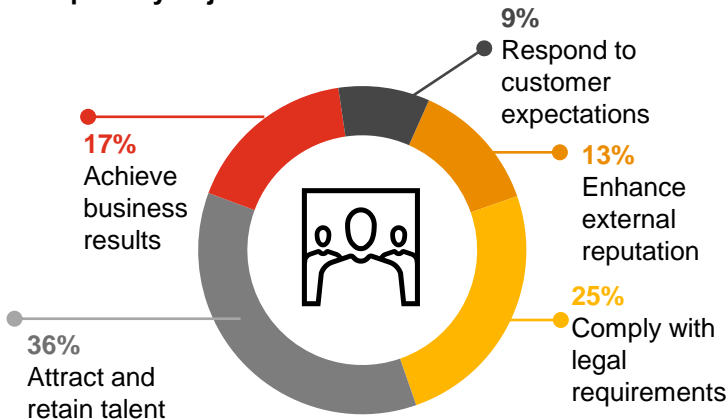
Degree of programme maturity¹



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 customer expectations.

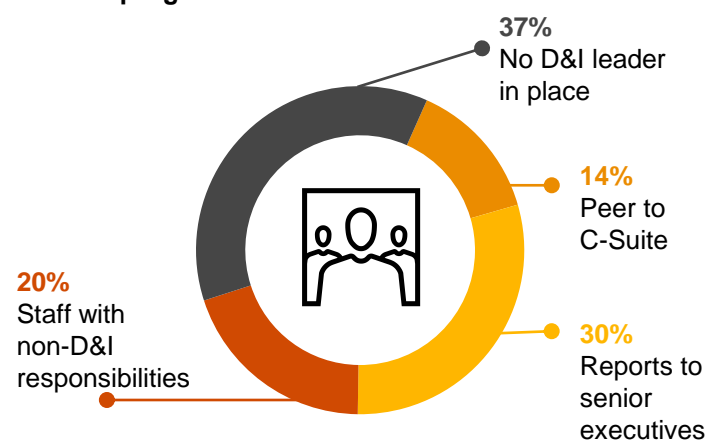
The primary objective of D&I is to...



Programme oversight

While D&I survey data indicates that having a dedicated C-Suite D&I leader can be a differentiator among organisations where diversity is not considered a barrier to progression, only 14% of healthcare organisations surveyed have adopted this programme structure.

The D&I programme leader is...





Accountability for D&I results

Tasking leaders with specific D&I goals should be key to driving results. Despite this, just under a third (27%) 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 D&I results?

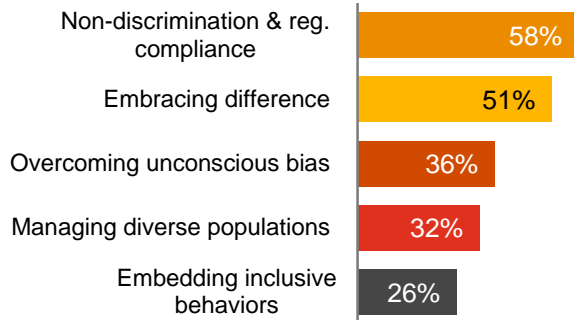
Leaders are tasked with specific D&I goals	27%
Leaders' progress toward meeting their D&I goals is measured	17%
D&I goals influence performance evaluation and compensation outcomes for leaders	14%
D&I goals influence performance evaluation and compensation outcomes for all employees	11%
None of the above	33%



Training programmes in place

A leading practice is to provide training on how to embed inclusive behaviours into everyday job responsibilities. Yet, only 26% of healthcare organisations adopt this practice.

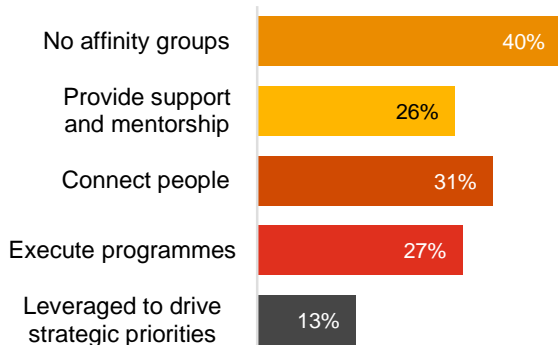
Training programmes focus on...



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.

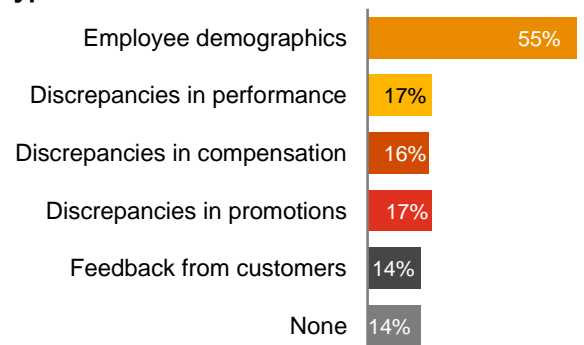
Affinity groups at my organisation...



Leveraging data

Driving sustainable change requires effective monitoring efforts. Most 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...



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



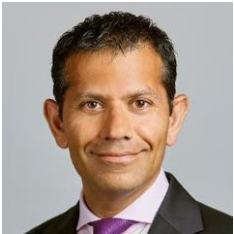
Additional reading

[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 year three 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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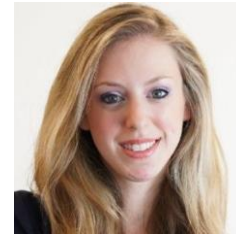


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Source: PwC: Global D&I Data, 05/31/2020 based on ~300 responses across 5 regions and 17 countries

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