Diversity & Inclusion Benchmarking Survey

Healthcare
Data Sheet

~500 Corporate Respondents

5 Regions

23 Countries

pwc

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

Yes
70%
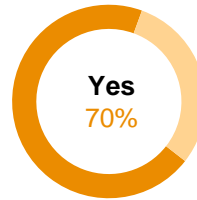
Diversity is a barrier to progression at my organisation

Do Not Agree
73%
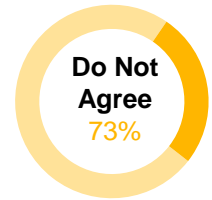
However, few D&I programmes reach full maturity

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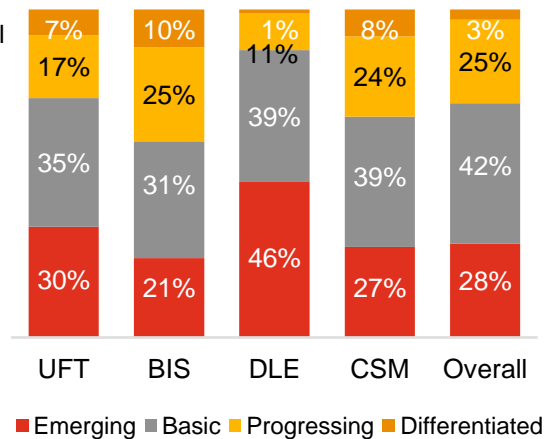
3. **Developing Leadership Engagement (DLE):** Engaging leadership around an inspirational D&I strategy by articulating the business case and establishing supportive governance

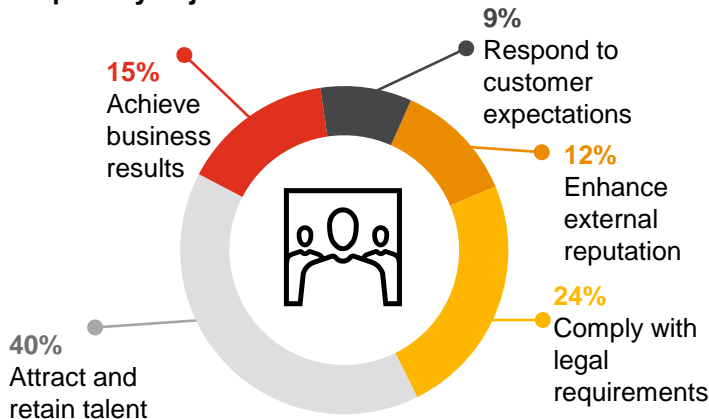4. **Creating Sustainable Movement (CSM):** Executing the D&I strategy across all elements of the business

Degree of programme maturity[1]

	UFT	BIS	DLE	CSM	Overall
Differentiated	7%	10%	1%	8%	3%
Progressing	17%	25%	11%	24%	25%
Basic	35%	31%	39%	39%	42%
Emerging	30%	21%	46%	27%	28%

■ Emerging ■ Basic ■ Progressing ■ Differentiated

D&I programme goals

Roughly a quarter of Healthcare organisations surveyed (24%) 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.
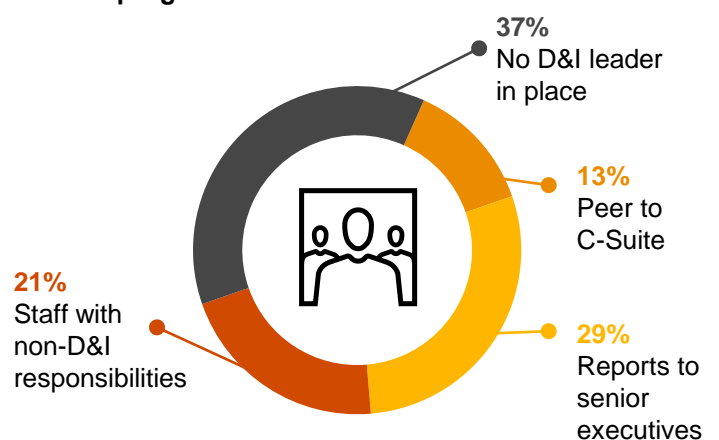
The primary objective of D&I is to…

- 9% Respond to customer expectations
- 15% Achieve business results
- 12% Enhance external reputation
- 24% Comply with legal requirements
- 40% Attract and retain talent

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 13% of Healthcare organisations surveyed have adopted this programme structure.

The D&I programme leader is…

- 37% No D&I leader in place
- 13% Peer to C-Suite
- 29% Reports to senior executives
- 21% 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 quarter (24%) of Healthcare organisations surveyed have adopted this practice, with fewer measuring progress toward meeting goals or holding leaders accountable.

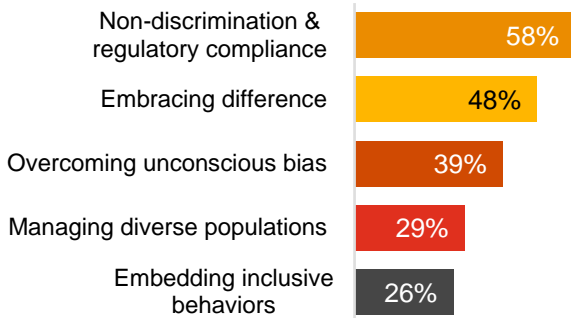| How does your organisation drive accountability for D&I results?	
Leaders are tasked with specific D&I goals	**24%**
Leaders' progress toward meeting their D&I goals is measured	**16%**
D&I goals influence performance evaluation and compensation outcomes for leaders	**13%**
D&I goals influence performance evaluation and compensation outcomes for all employees	**11%**
None of the above	**37%**

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.
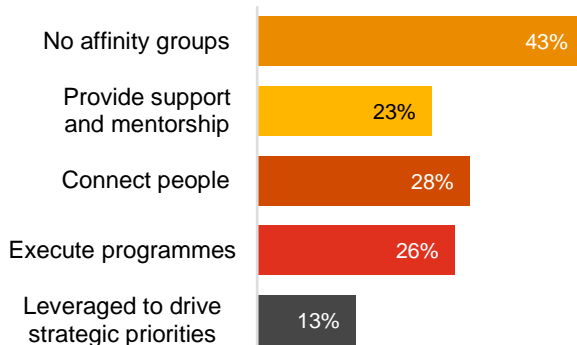
Training programmes focus on…

Non-discrimination & regulatory compliance	58%
Embracing difference	48%
Overcoming unconscious bias	39%
Managing diverse populations	29%
Embedding inclusive behaviors	26%

Role of affinity networks/resource groups

While the majority (57%) 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	43%
Provide support and mentorship	23%
Connect people	28%
Execute programmes	26%
Leveraged to drive strategic priorities	13%

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	51%
Discrepancies in performance	15%
Discrepancies in compensation	14%
Discrepancies in promotions	15%
Feedback from customers	13%
None	18%
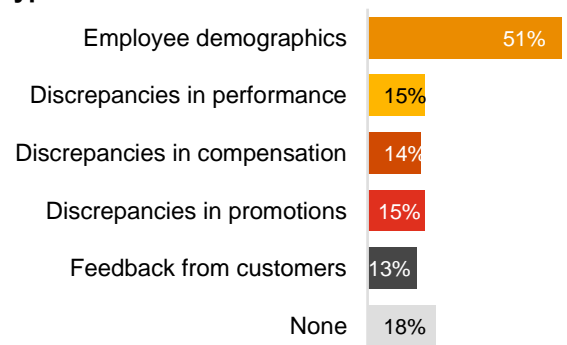
Take the D&I Benchmarking Survey

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.
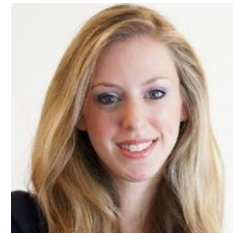

For a deeper discussion, contact:
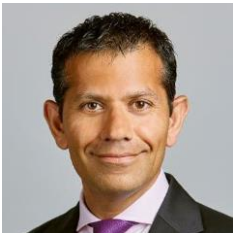
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Source: PwC: Global D&I Data, 06/09/2021 based on 500+ responses across 5 regions in 23 countries