

Diversity, Equity & Inclusion Benchmarking Survey

Healthcare Data Sheet



722+ Corporate Respondents

5 Regions

32+ Countries



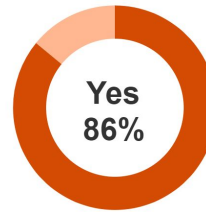
Healthcare Data Sheet

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.

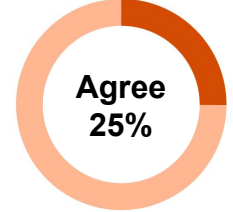
Organisations are making strides around diversity

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



Diversity is a barrier to progression at my organisation



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

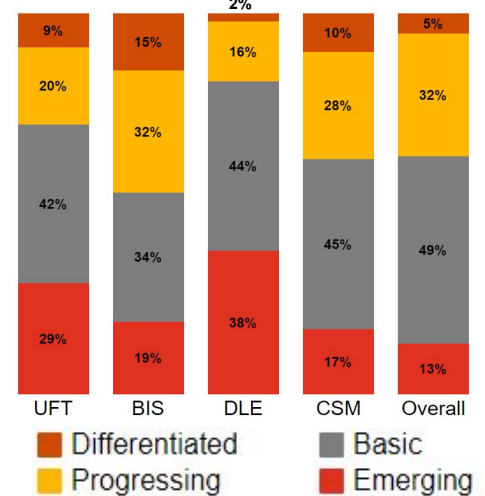


3. Developing Leadership Engagement (DLE): Engaging leadership around an inspirational DE&I strategy by articulating the business case and establishing supportive governance



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

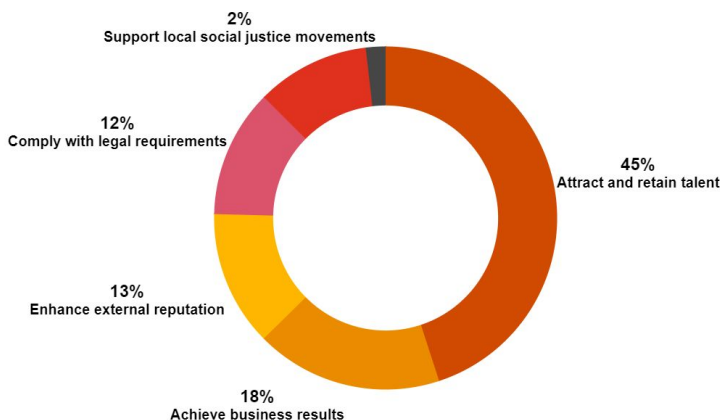
Degree of programme maturity¹



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.

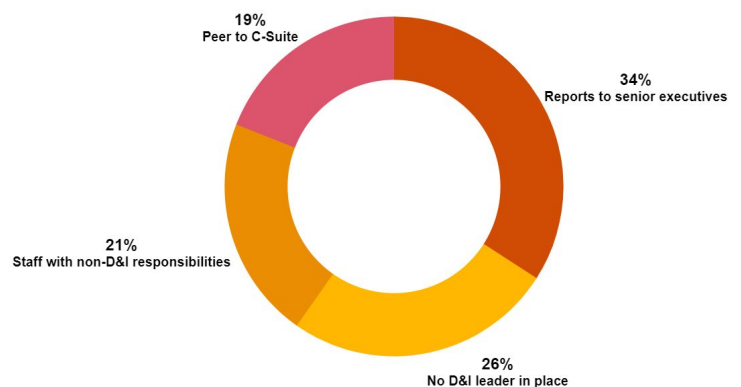
The primary objective of DE&I is to...



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...



Source: PwC: Global DE&I Data, July 2022 based on ~6,000 responses across 52+ countries and 26+ industries

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?

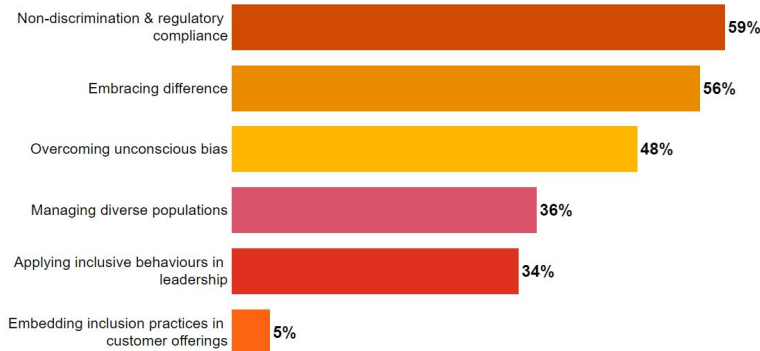
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|---|-----|
| Leaders are tasked with specific DE&I goals | 29% |
| Leaders' progress toward meeting their DE&I goals is measured | 20% |
| DE&I goals influence performance evaluation and compensation outcomes for leaders | 16% |
| DE&I goals influence 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.

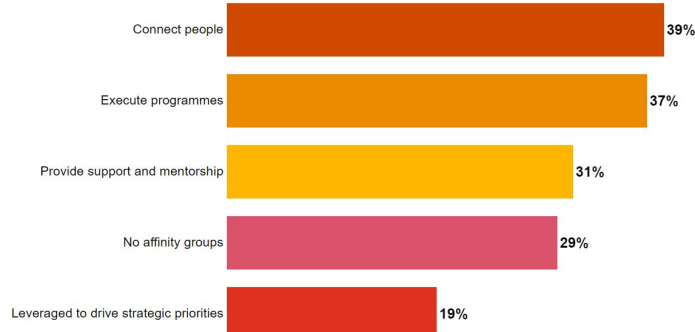
Training programmes focus on...



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.

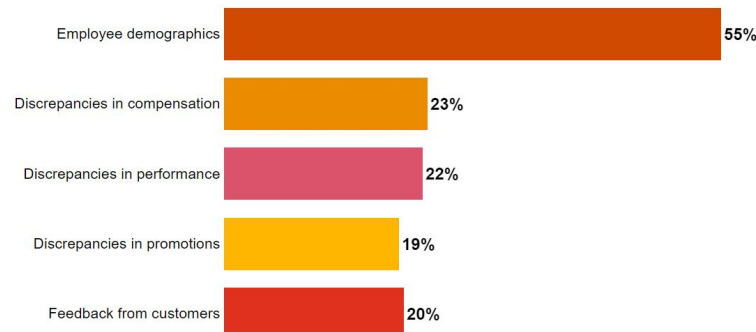
Affinity groups at my organisation...



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...



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/



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.

For a deeper discussion, contact:



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Source: PwC: Global DE&I Data, July 2022 based on ~6,000 responses across 52+ countries and 26+ industries

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